

HOW YOU CAN GET A JOB

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How to Handle Grievances, How to Cut Waste, and others.

Postwar Edition



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PREFACE TO POSTWAR EDITION

Why was this book written? Whom was it designed to help? What are its limitations? Will this book's content meet my needs?

These are the questions which will doubtless arise in the reader's mind.

This book was written because the author has personally witnessed so many instances in his business and industrial experience of persons with more than average ability remaining among the unemployed, or remaining on a job which does not fully utilize their abilities and talents, simply because they lacked the knack of selling their personal services.

It is for those persons who are capable of rendering a worthwhile service to an employer that this book is prepared. In the market place it is recognized that a useless product is difficult to sell even with high class salesmanship. Likewise, in the employment market unless a person has some ability to sell, his chances of getting a job are meager in a period when jobs are scarce.

There are jobs, even in a period of job scarcity, for those who have the ability to perform efficiently and who know how to apply some of the tested methods of the successful salesman to the selling of their services.

The purpose of this book is to take an unemployed person just as he is, with whatever experience, education, training, and native ability he possesses, and sug-

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gest to him in definite terms the procedure he should follow and the tactics he should use in bringing his qualifications to the attention of prospective employers and in selling his services convincingly.

Accordingly, this book is designed for the use of the student seeking his first job, the skilled worker, the experienced executive in search of a new connection, the technician, or the veteran and all those persons with ability who are looking for work.

The author believes that the interests of society will be best served by having every employable person working on a job that utilizes his highest skills and abilities—a job from which he can derive the fullest satisfaction.

During the several years since the first edition of this book was published, extensive experience has been had in applying the suggestions contained to the personal problems of many hundreds of job-seekers. Out of this experience a method of making practical application to individual job-seeker's situations has been developed.

The final chapter contains information particularly helpful to the returning veteran who is seeking to find his place most effectively in the ranks of the gainfully and satisfactorily employed.

Attention is called to Appendix A and Appendix B at the end of the book which contains actual forms, questionnaires and instructions whereby the reader may fit this book to his own personal needs.

Food on the shelf will not relieve the hunger of a starving man. He must eat the food and digest it.

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PREFACE TO POSTWAR EDITION

Equally true, the ideas presented in this book will not help you to get your job if you merely read the book casually. You must digest its contents and apply its suggestions energetically and conscientiously.

If you are a capable person you can be helped to get a job. The author sincerely hopes this book will help you.

The author expresses his grateful appreciation to Robt. D. Mansfield, Herbert P. Smith, Arthur Myer, and Esther Becker for many helpful suggestions.

GLENN L. GARDINER.

November, 1944.

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CHAPTER I

HOW SHOULD I PLAN MY JOB-GETTING CAMPAIGN?

1. Can a good man get a job?

Yes.

A good man can get a job, even at a time when there are more men than there are jobs, provided he learns the knack of getting a job.

2. Is there a job for *me*

There *is* a job for you. Whether you get it or not depends largely upon yourself. It depends upon how well you learn to sell your services. There is nothing mysterious about successful job-getting methods.

Any person of average intelligence can understand and easily learn the steps that must be taken to get the right job. But, *you* must take the steps—no one else can take them for you.

3. What is the very first step for me to take in my job-getting campaign?

Your very first step should be to plan carefully your job-seeking activities. Your chances of getting a job may be slim if you go at it haphazardly and aimlessly.

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If you make careful plans and carry them out faithfully you will certainly get a job.

4. Where can I learn how to plan my campaign?

That is the purpose of this discussion. Let us suppose that you, the job-seeker, are sitting across the table from me, the author. You will ask every question that confronts you in getting a job and I will answer your questions. My answers will be based upon many years of close contact with men seeking jobs, during which experience I have personally interviewed more than 36,000 job-seekers. Every suggestion made to you will be based upon actual experience and you will be given practical information that has helped thousands of other men solve their job-getting problems.

Now, we will proceed with your questions and my answers.

5. Why is it so important for me to plan carefully my job-getting campaign?

You have a selling job on your hands—the important job of selling your own services. No good salesman with a product to sell would think of squandering his time in an unplanned fashion.

You are out of a job. You cannot afford any delay in getting work. If you leave the all-important getting of a job to chance, you may go on for an indefinite length of time before you land a job. It is highly improbable that a job will seek you.

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We know that the salesman who carefully plans his selling activities, who studies what he has to sell, who analyzes his territory, who selects his most likely prospects, and who then puts his proposition before these prospects in the most effective manner, is certain to finish with the best record of sales.

Now, these same effective methods of planning a sales campaign can be applied by you to the selling of your services.

6. How should I plan my own job-getting campaign?

There are a number of definite things you should do, as follows:

1. Decide what work you are best qualified to do.
2. Write out a complete and detailed "self-inventory" describing your own education, experience, capabilities, and qualifications.
3. Make a complete list of the companies or employers in your locality who would be most likely to have jobs of the kinds that you are best qualified to do.
4. List the people, employment agencies, and organizations who you feel can help you in some way to make the proper contact with the companies on your prospect list.
5. Make careful preparation for your employment interviews with these prospects.
6. Decide how you should carry on your side of the employment interview.

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7. Decide on ways and means to follow up your job prospects after you have contacted or interviewed them.
8. Make plans to utilize in some worth-while manner all of your spare time during the job-getting period.

Just how you should carry out each one of these steps in planning your job campaign will be described clearly and fully as we proceed with our questions and answers.

7. What is one of the most common mistakes made by a man out of work?

The average man who is out of work makes the mistake of going about more or less aimlessly *asking for a job*. He approaches a prospective employer and asks, "Have you got anything I can do?" It is too easy to make the simple answer, "No," to such a question.

What a man seeking a job should do is to go out aggressively to *sell his services*. This means that he should go to the prospective employer with a definite, planned statement as to what he is qualified to do, together with some convincing reasons why his employment would be a good investment. This kind of service-selling requires definite preparation and planning on the part of the job-seeker. It requires that he have convictions as to what he is qualified to do well. It requires that he should have given some thought and study to the possible needs and requirements of the prospective employer whom he is interviewing.

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8. Why are some men more successful than others in selling their services?

The difference between a man who gets a job and one who does not get a job may be slight. In fact, unless you learn the knack of "putting your best foot forward" a far less capable worker than you may land the job that you ought to have.

There is nothing more regrettable than to see a man who is capable of doing fine work, but who lacks that certain something necessary to convince others that he is capable—that ability to sell his services.

You have two arms, two legs, a body, and a brain. You can make good *if* you get the job. It is up to you to profit by those simple principles of selling that apply to your problem of selling your services.

Sometimes workers below the average of ability on the job are better able to go out and get a job than a man who has worked efficiently and well and has held a job for a good many years, simply because the less capable workers have had to look for jobs oftener and have had more practice in selling their services.

If you are capable of doing a job well, then you are also capable of learning to do well the job of selling your services.

9. What should be my attitude when I go out looking for a job?

Go out with an attitude of confidence, determination, and self-respect.

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Don't be ashamed of yourself because you are out of work. Take the attitude that you have something worth while to sell—your services. Go out just as a salesman who has confidence in his product. Don't go out as a beaten man—as one whom the world has under its heel. A sour, complaining attitude makes a wrong impression on those whom you approach in selling your services. Furthermore, such an attitude develops the wrong point of view in yourself. You never saw a salesman with an ugly disposition make good.

10. Will the viewpoint that "the world owes me a living" help me in getting a job?

It most certainly will not.

What happens to your future is up to you. The men who have jobs to offer may be assumed to be successful. They have met the problems of life more or less successfully. They are the kind of people whom you would antagonize if you gave them the impression that you thought the world owed you a living.

The world will provide us an opportunity to make a living, but each one of us must take the initiative for himself.

11. Is getting a job a matter of luck?

Luck may appear to be helpful in certain individual cases. Luck, however, cannot be depended upon to get you a job. Neither can you properly say that the other fellow who got a job got it by luck.

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Many a man out of work defeats his own chances of getting a job by falling into the attitude that "luck is against me."

A man may be lucky to arrive just when a job happens to be open. But it requires ability and proper qualifications to convince the prospective employer that you are the right man for the job. So, my advice is to forget the element of luck. Prepare yourself to put your best foot forward. Be ready to take advantage of every opportunity.

12. Is the loss of one's job necessarily a misfortune?

Often the loss of one's job proves to be one of the most fortunate things that could have happened. Possibly you took a war job which really was not suited to your qualifications, tastes or interests. Or your last job was terminated by the draft and you have decided on a different kind of work from what you did before the war.

Now that you are looking for a job, try to get the *right* job next time.

13. Why is my own initiative so important in getting a job?

A job won't come to you. You have got to go after it. After an unemployed man has made the rounds a few times without getting a job, it is easy for him to get discouraged. The line of least resistance for him is to conclude that "the cards are stacked against me." So

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many people have told him, "We haven't got anything now, but if you will give us your address we will send for you when there is an opening."

The man who depends upon promises of this kind and sits back waiting to be sent for is making a grave mistake. The promise may have been given with good intentions on the part of the one who made it. Out of sight, however, an applicant is soon forgotten. So many other applicants follow him that those who applied a few weeks earlier fade out of memory and are forgotten.

The job-seeker who really wants work must keep everlastingly at it.

14. Why is it so important for me to "run out all hits"?

Just as the baseball player is coached to run out all hits, even though his chances of making the base are exceedingly slim, so is it important for the job seeker not to neglect a single opportunity no matter how slight it may seem.

When a man reaches the discouragement stage of job hunting, he becomes less and less inclined to apply for jobs at any place except where he thinks the most likelihood of a job exists. It only requires one vacancy to furnish you a job. There is no telling just when and where that vacancy may occur. It may turn up at the most unexpected time and place.

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15. How does an employer select a man for a job?

The typical employer buys services in much the same manner that he buys materials, supplies, and equipment. That is, he looks over the available market and picks the best for his needs.

Just as the best salesman of materials, supplies, and equipment is most likely to sell his products to the purchaser, so does the person with the best salesmanship sell his services to the employer who has a vacancy to fill. Good salesmanship can make you appear to be the best qualified applicant for the job.

In the last analysis, the only way an employer really finds out exactly how well qualified a man is, is to put him to work on the job. Until he has seen the man actually at work, his judgment must depend almost entirely upon the impression he gets from the applicant, based upon the applicant's ability to present his qualifications in the most effective manner.

Leave no detail unconsidered in perfecting your ability to impress your qualifications upon a prospective employer.

16. Why should any employer hire me?

He probably will not hire you unless you can convince him that your services will be valuable. He must make a profit on your work. Do not blame him if he does not recognize your ability. It will require active salesmanship on your part to make your valuable qualities apparent to him.

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An employer should not, and probably will not, hire you unless you present yourself and your capabilities in such a manner that he is convinced that you are the best "buy" available.

17. In what manner should I look upon my own job-getting activity?

Regard your job-getting as a job.

If you were working for some one else you would go to work at a certain time every day and you would put in a certain number of hours of work. Why not regard yourself as being in business for yourself? Apply yourself just as faithfully to your own job of getting a job as you would if you were working at some particular job for an employer.

The man who is out of work has the greatest incentive to work faithfully and industriously at his job of getting a job. And still, so many unemployed men potter away their time ineffectively.

CHAPTER II

WHAT WORK AM I BEST QUALIFIED TO DO?

1. What is the first thing I should do in the process of determining what I am best qualified to do?

Take a complete inventory of yourself.

This inventory should be divided into two parts. The first part should include a complete description of your background, your training, and your experience. The second part should take the form of a thorough self-examination, the purpose of which is to determine the kind of work at which you would be most likely to succeed.

2. How should I proceed to analyze my background, my training, and my experience?

Self-analysis requires careful thought and strict honesty with yourself.

In making this analysis consider first that period in your life before you went to work. Answer the following questions. You will do a better job of self-analysis if you write out the answers to these questions.

1. How far did you go in school?
2. Why did you leave school?

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3. Would you have liked to go farther in school?
4. How much farther?
5. What subjects interested you most in school?
6. What subjects interested you least?
7. In what subjects did you make the best record?
8. In what subjects did you make the poorest record?
9. In what outside activities did you engage while in school?
10. Why did you choose those activities?
11. How did you spend your vacations?
12. What part-time jobs did you do while in school?

After considering your pre-job life by answering the foregoing questions and other similar questions which you may think of yourself, give careful consideration to the experiences you have had. In analyzing your job experience, write out your answers to the following questions:

1. What was your first job after leaving school?
2. If you had had an absolutely free choice, would you have chosen that job?
3. Why did you pick that job?
4. What features of that job did you like?
5. Why did you like those particular features?
6. What features did you dislike?
7. Why did you dislike those particular features?
8. Did you perform the duties of the job well, with fair success, or poorly?
9. What part of the job did you do best?
10. Were *you* satisfied with the way you handled the job?

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11. If you could have done better, why didn't you?
12. Were your services satisfactory to your employer?
13. For what qualities which you exhibited did you receive praise?
14. For what qualities were you criticized?
15. Why did you leave the job?
16. Would that employer be willing to reemploy you?

Now, give consideration to the second job you held, and each succeeding job you have held up to the present time. Answer these same questions with reference to each of the jobs you have been on. When you have completed this for all jobs you have held, answer the following questions.

1. Did you fall down on more than one job for the same reason? If so, for what reason?
 2. Is there any respect in which you had difficulty on more than one of the jobs you held? If so, what was the difficulty?
 3. In what respects were you especially successful on all jobs you have held?
 4. Did you leave more than one job for the same reason? If so, for what reason?
 5. Which of the jobs you have held, gave you the most satisfaction?
- 3. How should I proceed to analyze myself to determine the kind of work at which I am most likely to succeed?**

There is no ready-made, sure, method of accurately

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determining *the exact job* at which you are most likely to succeed. It is possible, however, to make an analysis of yourself which will help you in some degree to determine the general field of work in which you are most likely to succeed, and the general field into which you are not likely to fit well.

In his book, *Why We Don't Like People*, Dr. Donald A. Laird presented the following series of questions, which, if you apply them conscientiously to yourself, will help you to determine the kind of work at which you are most likely to achieve satisfaction and success. Read them over carefully and write "Yes" or "No" after each question.

1. Do you blush easily?
2. Are you slow to laugh?
3. Do you express your opinions, regardless of whether doing so will disturb others?
4. Would you rather write a report than give it in ordinary conversation?
5. Are you sensitive about loaning money or other belongings?
6. Are you usually slow and deliberate in your everyday actions?
7. Do you take especially good care of your personal belongings?
8. Are you hesitant about making friends with the opposite sex?

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9. Are you embarrassed when you are in front of a crowd?
10. Do you dislike speaking in public?
11. Do you like to argue?
12. Do you worry about unimportant things?
13. Do you deliberate carefully before doing things of just ordinary importance?
14. Do you rebel inwardly when you are ordered to do something?
15. Do you work better and think seriously about it when you are praised?
16. Do you watch the motives of others carefully?
17. Are you inclined to be radical in politics and religion?
18. Would you rather work by yourself than with others?
19. Are your interests along intellectual lines rather than athletics?
20. Are you upset inwardly when you lose?
21. Do you day-dream frequently?
22. Do you prefer delicate and painstaking work rather than coarse work?
23. Do you have moody times?
24. Are you exceptionally conscientious?

Count the number of "Yes" answers and the number of questions to which you answered "No." If "Yes" answers predominate, there is strong reason to believe that you will be most likely to succeed at the kind of work of which the following jobs are typical:

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Inspector
Accountant
Laboratory worker
Research engineer
Mechanic
Forester
Statistician
Payroll clerk
Machine operator
Stock clerk
Timekeeper
Draftsman
Elevator operator
Watchman
Farmer
Electrician
Chemist
Designer
Stationary engineer

If "No" answers predominate, you will probably be more likely to succeed at the kind of work typified by the following jobs:

Salesman
Teacher
Lawyer
Merchant
Newspaper man
Office manager

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Stenographer
Handyman
Private chauffeur
Truckdriver
Foreman
Interviewer
Executive
Personnel man

It will be recognized that the jobs in the first list are jobs which require a lesser amount of human contacts, whereas the second group of jobs require more ability to get along with people. Do not get the impression that you cannot succeed in the second group of jobs if your "Yes" answers predominate, nor that you cannot succeed in the first group of jobs if your "No" answers predominate. This test of your natural job inclinations should be considered as significant, but not positive and final.

4. To what practical use may I put the foregoing analyses of my background, my experience, and myself?

The purpose of this whole self-analysis is to help you in arriving at some definite conclusion as to what jobs you are best qualified to do. It is extremely important that you come to some decision on this question before you go out to sell your services. Unless you decide upon several jobs that you are confident you can do well,

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you will have the same difficulty in selling your services as the salesman who goes out to sell a product of which he has little knowledge and in which he has little or no confidence.

By giving thoughtful consideration to your analysis of your background, your experience, your likes and dislikes, and your natural interests, you should be able to come to some conclusion as to several jobs which you can perform with profit to an employer and with satisfaction to yourself.

5. In just what form should my experience record and qualification sheet be drawn up, and in what detail should information be presented?

In drawing up such a sheet you should have in mind the fact that it should be in such form that it can be presented to a prospective employer. Consequently, you will want to prepare it with care, accuracy, brevity, and good salesmanship.

Here are two samples, illustrating how two job-seekers wrote up their experience record and qualification sheets. Study them carefully.

GEORGE DOWNEY

650 Clifton Avenue

Passaic, N. J.

38 years of age	Married	Two Children
Born June 6, 1906	Birthplace—Scranton, Pa.	
Father's birthplace—Brooklyn, N. Y.		

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Mother's birthplace—Paterson, N. J.

Weight 172 lbs. Height 5 feet 8 inches

EDUCATION:

Grammar school

Half-year in high school

International Correspondence School Course in Machine Shop Practice; Engineering, Science, Management and War Training courses in Production Supervision.

EXPERIENCE RECORD:

Feb. 1, 1920—Dec. 23, 1920—11½ months.

Western Union Company, Paterson, N. J.

Messenger boy. Left to accept opportunity to learn machinist trade.

Jan. 1, 1921—Nov. 15, 1925—4 years 10½ months.

General Machine Tool Company, Paterson, N. J.

Machinist apprentice, machinist and toolmaker. Learned machinist trade, to operate all machine tools, and spent last ten months as toolmaker. Left of own accord to broaden my experience in other shops.

Dec. 1, 1925—Dec. 18, 1926—1 year ½ month.

Cadillac Motor Car Company, Detroit, Michigan.

Production machinist in motor plant. Worked at gear cutting, wrist-pin grinding, cylinder boring, and on automatic milling machine operations. Left of own accord, even though offered assistant foremanship of milling-machine department. Wanted experience on precision work.

Jan. 11, 1927—Feb. 3, 1929—2 years ½ month.

Elgin Watch Company, Elgin, Illinois.

Toolmaker. Worked on wide variety of small machine tools

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for use in machining watch parts. All fine, precision work. Left to accept offer of reëmployment with General Machine Tool Company.

February 10, 1929—March 15, 1940—11 years 1 month.

General Machine Tool Company, Paterson, N. J.

Toolmaker for eight and one-half months, and then promoted to foreman of Experimental Machine Shop. In this capacity designed and supervised making of great variety of experimental models of machine tools. Supervision of average force of twenty-five mechanics.

March 20, 1940—date—4 years 9 months.

Wright Aeronautical Corporation, Paterson, N. J.

Section foreman of Machine Tool Department. Estimated costs on all tools to be built, specified material, and had custody of confidential drawings for parts for war planes and designs of new machine tools. Set up material-control system that saved company more than \$8,000 per year (based on superintendent's own estimate, and to substantiate this statement I have a letter written by him). In 1943 had best safety record of any department in the plant, due entirely to wholehearted coöperation of my men. Reduction in airplane manufacture will mean curtailment of my department.

SUPPLEMENTARY INFORMATION:

Much of my spare time has been devoted to inventions. I have six inventions patented.

During the past three years, I have been certified in the Job Instructor, Job Methods and Job Relations Training Programs of the Training Within Industry Service.

For a number of years I have been a regular subscriber to the *American Machinist* and *Factory* magazines. I read them regularly and am constantly finding ideas to put to use.

My recreational *hobbies* are fishing and stamp-collecting.

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I have always enjoyed exceptionally *good health*, am *strong* and have much more than average *endurance*.

In spite of my mechanical interests I would prefer working with people on projects rather than working alone. My relationships with people both outside of work and on the job have always been most pleasant. *I like people.*

While I have always thoroughly enjoyed doing mechanical work with my own hands, I also got great satisfaction out of my supervisory duties as a foreman.

JOB QUALIFICATIONS:

By training, experience, and natural interest I am confident that an investment in my services would be profitable to any company having need of a man for one of the following jobs (stated in the order of my personal preference):

Supervisor of machine-tool designing and building

Tool-room foreman

Production machine-shop foreman

First-class toolmaker

Machinist.

SAM G. OLCOTT

312 N. Second St.,

Edgerton, Wisconsin

23 years of age Married

Birthplace—Edgerton, Wisconsin

Father's birthplace—Cambridge, Wisconsin

Mother's birthplace—Fulton, Wisconsin

Weight 160 lbs. Height 5 feet 8 inches

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EDUCATION:

Grammar school

High school

(honor student four years in high school)

University of Wisconsin, graduated 1940, B.A. degree

Majored in commerce

Subjects taken under major:

General economics, money and banking, business-letter writing, elementary accounting practice, advanced accounting theory and practice, marketing methods, business statistics, public utilities, economics of consumption, Latin-American trade, history of trade unionism, economic geography, commercial law.

Also, courses in general psychology, abnormal psychology, experimental psychology and psychology of emotion, and social psychology.

Speak, read, and write Spanish.

EXPERIENCE RECORD:

June 15, 1935—Sept. 15, 1935—3 months.

Kroger Baking Company, Edgerton, Wisconsin.

Vacation job as delivery boy. Left to return to school.

June 20, 1936—Sept. 15, 1936—3 months.

Kroger Baking Company, Edgerton, Wisconsin.

Retail grocery clerk. Left to enter the University of Wisconsin.

June 23, 1937—Sept. 15, 1937—3 months.

Kroger Baking Company, Edgerton, Wisconsin.

Retail grocery clerk. Left to return to school.

June 21, 1938—Sept. 15, 1938—3 months.

Edgerton Creamery Company, Edgerton, Wisconsin.

Assistant butter-maker. Left to return to school.

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July 1, 1939—September 15, 1939—2½ months.

Forstmann Woolen Company, Passaic, N. J.

House-painting, renovation, repair and maintenance of company-owned houses. Left to return to school.

June 1, 1940 to Dec. 1, 1941.

Milwaukee Journal.

Local circulation manager for Edgerton, Wisconsin, and vicinity.

Dec. 1, 1941 to Dec. 5, 1944

U. S. Army.

T/Sgt. in charge of Motor Pool in Motorized Infantry Company. Saw action in Italy for four months, and in France for five months during 1944.

SUPPLEMENTARY INFORMATION:

Worked my way through the University of Wisconsin unaided, with exception of loan to cover part of expenses in senior year. I enjoy working with people and have a wide circle of friends. In the Army, I had the respect and friendship of the men with whom I was associated.

My health is good, and I am used to hard work, manual or mental.

JOB QUALIFICATIONS:

My education and natural interests are such that I am sure that I could succeed and produce results for any company in need of the services of a man on one of the following jobs, or related work:

Personnel work

Accounting

Statistical work

Purchasing agent's assistant

Real thought and care should be given to writing

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up your experience record and qualification sheet. You should write it with the purpose of having it properly *emphasize* your *strong points*. It should indicate those qualities and qualifications which will make you a profitable investment for an employer.

6. Why should I put my experience and qualifications on paper?

It helps you to get a good picture of yourself. It will force you to really concentrate and come to some decisions in your own mind. It refreshes your mind on "talking points" which you can use in selling your services. It furnishes you with a good description of the "product" you have to sell.

It will help you in selling your services just as a well-written description of any product helps a salesman to sell his product.

The better job you do in making a thorough inventory of yourself, the more helpful you will find a written-out experience record to be in your job-seeking campaign.

7. What are the uses to which I can effectively put my experience record and qualification sheet?

When interviewing prospective employers, always have an extra copy of your experience record in your pocket. You may find it convenient simply to lay this before the prospective employer during the interview,

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and thus enable him quickly to get a picture of your experience and qualifications.

If you are asked to fill out an application form, it helps to have a copy with you so that you can quickly and accurately fill in the application form from the facts shown on your sheet. It will help you always to be consistent and accurate in any of your statements in an application form, an interview, or letter.

In writing a letter of application, it will save you a good deal of time if you can refer to a previously written-out experience and qualification sheet as the basis for summarizing your experience and qualifications in your letter.

You might profitably distribute some of these experience record and qualification sheets among influential friends who, knowing the details of your experience, may be able to "dip an oar" in your behalf.

8. Am I destined to failure if I do not accurately determine the one certain job for which I am best fitted?

You are probably capable of doing well, *not* just one certain job, but many jobs.

A common mistake is to assume that a man was "cut out" for just one certain job in life and if he does not get that job he will not succeed. True, there are certain types of jobs which each one of us will be able to do best.

One difficulty which the average person has, in try-

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ing to decide on the job for which he is best fitted, arises from the fact that he is trying to make this important decision upon the basis of a very limited knowledge of the tremendous number of different jobs by which men earn a living.

A young man applying to me for a job recently was floundering with the problem of trying to decide just what work he was best fitted to do. I asked him to sit down in the outer office and write out a list of every job he had ever heard of by which men earn a living. After about an hour he came back and laid before me a list of fifty-one jobs ranging all the way from a street-sweeper to a senator.

He was astonished when I informed him that the last United States Census lists more than 20,000 separate jobs by which men earn their livelihood in this country. This young man was doing as so many do—he was squinting through a peek hole at the wide range of jobs to be done and trying to decide upon the basis of a knowledge of the existence of only a very small fraction of all the jobs there are.

In the last analysis you must decide for yourself the kind of work for which you are best fitted and in which you can find greatest satisfaction and interest. It is not an easy task. If you are to choose intelligently, you should, in justice to yourself, try to choose upon the basis of considering as many kinds of work as you can learn about.

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9. Where can I find a list of the kinds of jobs by which men earn a living?

Go to your city library. Ask the librarian to refer you to books which furnish such lists of occupations.

Your library will undoubtedly have a copy of the last United States Census of Occupations. There may be published a city directory which will list the occupations of all men earning a living in your locality.

Above all, keep your mind open in this matter of trying to decide what you are best fitted to do, until you have made a careful survey of the kinds of jobs to be done.

10. How can I determine my qualifications for a certain job?

By a comparison of the qualities and qualifications which you possess and the qualifications required for the job in question. You can best determine for yourself whether you have the qualifications required by answering the following questions:

1. Does my age come within the age limits required for the job in question?
2. Is the job heavy or light?
3. Have I the physical requirements as to height, weight, and strength to perform the job efficiently?
4. Does the job require special keenness of eye? If so, does my eyesight measure up?

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5. Is the job one which requires endurance?
6. Does the condition of my health qualify me?
7. What experience, if any, is required?
8. Have I had sufficient experience?
9. What are the educational requirements? Have I these requirements, or can I acquire them by reading and studying special books at the library?
10. What duties will I have to perform on the job?
11. Am I qualified to perform these duties?

11. How can I determine the desirability of a certain job?

Ask yourself the following questions:

1. Are the duties the kind I would get satisfaction in performing?
2. What are the chances of advancement to higher positions?
3. Is the job a "dead alley" job that leads to nothing better?
4. Is the job seasonal?
5. Is the occupation overcrowded?
6. Is the work in a field which is growing?
7. Is it a job which is likely to be eliminated by improved methods or by invention?
8. Does it really offer the kind of future which will completely satisfy me and keep me happy?
9. Is it hazardous?

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10. Is it a job on which I will be closely supervised, and am I happy under close supervision?
11. Is it a job in which I will be able to take pride?
12. Will it give me complete outlet for my abilities?
13. Will it absorb my interest?

These are the kind of questions which you will want to ask yourself, and answer thoughtfully, in deciding whether a certain job fits your temperament and natural desires.

12. If the pay and opportunities of all jobs were exactly the same, what job would I choose?

This is a good question to ask yourself in trying to arrive at a decision as to what you are best qualified to do, uninfluenced by wage or salary considerations.

It is probable, in the long run, that you will advance to a highly satisfactory level of earnings if you get a job for which you are fully qualified by natural interest, ability and temperament.

13. In deciding what job I am best fitted for, what consideration should I give to wages?

Very little.

If you think too much about the wages a job pays at the outset, you are likely to be unduly influenced by this consideration. As a consequence, you may go out seeking a job on account of the wages it pays rather

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than upon the basis of your qualifications. You will have the best opportunity to sell your services if you try to sell them on a job for which you are best fitted.

You will succeed best on the job for which you are best qualified. If you succeed, wages will be likely to take care of themselves satisfactorily.

14. What consideration should I give to my age when deciding the kind of work I should seek?

Certain kinds of work require a man who is between certain definite age limits. If it is that kind of a job, then your age simply qualifies you or disqualifies you.

There are certain jobs on which men of maturity and some experience are preferred. A younger man immediately takes upon himself a handicap in attempting to sell his services on a job for which an older man is preferred. Do not let this deter you, however, from going after a job if your heart and soul are in that kind of work. But you must expect to make up for your youth by making your case that much stronger in other respects.

You must give consideration to the future and what may happen to you if you get out of a job five years hence. In other words, if you happen to be approaching the age when it will become increasingly difficult for you to get a job, then you had better choose a job now which has the maximum probability of being a permanent job, even though the wages may be less than you might earn temporarily on some other job.

15. Why is it so important for me to choose an occupation with thoughtful care and judgment?

It is commonly agreed that a man out of work should not be too "fussy"—that he should be quick to take any job he can get. There is merit to this viewpoint, particularly if your financial reserves are low.

At the same time, in looking for a job you are more likely to be successful in getting one if you got out to sell your services on the kind of work which you are best qualified to do. Therefore, it is important that you give thoughtful study to deciding what work you really are best qualified to do.

16. Should I tackle a job at which I have had no experience?

Yes, particularly if it is a job which appeals to you.

Every man who starts out to earn his living must tackle a job at which he has had no experience, and a goodly proportion make good on this first job by applying themselves to their work.

Of course, you should use judgment in the kinds of jobs you apply for, if you have had no actual experience. You will have less resistance to overcome, of course, if you apply for jobs which your past experience adequately qualifies you in some way to perform. It very often occurs that experience on one job forms an excellent background for success on an entirely different kind of job.

Do not be afraid to go after a job at which you have

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had no experience, but do not try to "bluff your way" into such a job.

17. Why should I not necessarily confine my search to the same kind of work I have always done before?

The jobs you had in the past may not have really brought out your best abilities. Possibly your war job, or your experience in the Armed Services, may have given you different ideas of work you are qualified to do.

Capitalize all you can on your past experience. If you succeeded on the kind of work you have done in the past and if you like that kind of work, make your major effort to get similar work. Your past experience will help you to sell your services on the next job.

If you are not particularly well fitted for the work you have done in the past, be sure to seize this opportunity to get the kind of work you are fitted for.

18. Would work with people or with things be most satisfying to me?

This is a fundamental question. If you like contacts with people, and if you like work in which your success depends upon effective dealings with people, then you are likely to be unhappy on a job in which you work only with inanimate objects, with machines, with materials, with figures, or with statistics.

On the other hand, if you are the type who likes to work by himself, who likes to sit down and figure things

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out, and who likes to be left alone, then you would be unhappy on a job in which your success depended upon winning people to your way of thinking and influencing the actions of others.

This is an important question for you to answer. It will help you more than any question I know of in determining for yourself, in broad terms, the kind of work in which you should engage.

19. Why should I ask many people what job they think I am best qualified to do?

Other people, if they are honest with you, may be more likely to recognize your weak points than you, yourself. They may be able to put a finger on some characteristic which may completely disqualify you for a job which you think you are qualified to do. Of course, advice from other people is of no help to you if they are only interested in "making you feel good."

Asking people to size you up and give you the benefit of their judgment will help you to anticipate and prepare to overcome weaknesses which a prospective employer may see in you but about which he may not tell you. Then you go away wondering why you did not get the job.

When you ask a coöperative person to advise you as to what he thinks your qualifications are, be sure also to ask his reasons for his opinion of you. His reasons may be helpful in enabling you to overcome shortcomings which might prevent you from getting a job.

20. After I have decided upon several kinds of jobs to seek, based upon my qualifications, how should I analyze my qualifications for these several jobs?

Do this with each of the jobs:

1. List the five most important qualifications required for the job.
2. Determine which of these qualifications you possess most fully.
3. Decide in which of these qualifications you are weak.
4. Consider carefully how you can present your strong points so as to counterbalance and minimize your weak points.
5. Make a careful study of your weak points and spend some time in working out a method of presenting yourself to a prospective employer in such a manner that these weak points will not stand out as predominant characteristics.

Sometimes our weak points are such that we cannot definitely cure them. In such an instance "a strong offense is the best defense." In other words, build up your story about yourself around your strong points and make them stand out impressively.

Having decided upon the several jobs for which you are best qualified, you have made an important decision. Now you have a definite knowledge of what you have to sell in the way of services—a definite "product" to sell.

CHAPTER III

HOW CAN I DISCOVER JOB OPPORTUNITIES?

1. How should I proceed to discover the employers of men on the several jobs I am qualified to do?

You should proceed systematically, just as a salesman does when he builds up a prospect list of possible users of his product.

Your prospect list for your own services should cover completely all possible employers of men on the several jobs you are best qualified to perform. You will reduce your chances of getting a job if you do not get onto your list every possible prospective employer.

Build your prospect list carefully.

2. In what manner, or form, should I make up my prospect list?

By far the most convenient form is to make up your list on three-by-five-inch cards.

Made up on cards, your prospect list is much more flexible and convenient for your use. Cards can be easily sorted and classified in various manners to suit your needs. Cards of "dead" prospects can be withdrawn and discarded. Cards of three-by-five-inch size

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are handy to carry in the pocket. Furthermore, they will stand more wear and usage than a list made up on sheets of paper.

3. What information should a prospect card carry?

It should contain the name of the prospective employer or company, the address, telephone number, the proper person to see, and his title or function. The cards should also contain the names of any people, organizations, clubs, societies, or friends who can help you make contact with the prospect.

The jobs which you are qualified to do for the company in question should be listed on the prospect card in the order of probability that the prospect is likely to have an opening for you. Some provision should be made on the prospect card for rating the prospect as being first class, second class or third class with respect to your estimate of the chances of getting a job with that company, or with reference to your preference of the company as a place to work.

Your prospect cards should also provide space for indicating the date when you first interview the prospect, the person interviewed at that time, and remarks as to the outcome of the interview, the date when you expect to call back for a follow-up interview, and any "tips" or "pointers" which will help you to make your follow-up more effective.

Following is a suggested form in which the prospect card may be arranged:

HOW CAN I DISCOVER JOB OPPORTUNITIES?

JOB PROSPECT CARD

Name of

Employer Jobs to apply for:

Address 1.

Telephone 2.

Person to see..... 3.

His title 4.

People who can help make contact: Rating of prospect:

1. First class....

2. Second class....

Remarks Third class....

.....

.....

(OVER)

FOLLOW-UP

1. Date..... Person interviewed.....

Remarks
.....

2. Date..... Person interviewed.....

Remarks
.....

3. Date..... Person interviewed.....

Remarks
.....

4. How can I use a card file of prospects?

Just as a good salesman uses his prospect card file. When you go out for a day of job-seeking, put as many prospect cards in your pocket as you think you can

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make calls during the day. Probably you should take along an extra number, so that if you are unable to make certain of the calls, you will still have a sufficient number to call on.

Always carry a few blank prospect cards with you, so that if you happen to strike upon any new prospects, you can systematically get them into your prospect list. As you walk along the street you may notice some new establishment which you had not discovered before and which you would like to investigate or call upon.

When you have called upon a prospect and have definitely determined by this contact that there is absolutely no possibility of ever getting a job there, pull that prospect card out of your file and put it in a "dead" file and forget it. If an interview does not result in a job, but if it appears that there may be a job there later, make a note to this effect on the prospect card and indicate on the card the date at which you should call back to follow up the prospect.

Use your prospect cards systematically. Keep the cards all together. Keep them as neat and clean as you can because some day some sympathetic prospective employer may feel like helping you get a job somewhere else, even though he cannot give you one himself. When he sees that you are going at your job of getting a job systematically, he is likely to take a new interest in you. He might even offer to run through your prospect cards and give you advice or suggestions

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regarding some of your prospects. In such a case, you would not want to give him the wrong impression by showing him an untidy, dirty bunch of cards.

5. How should I classify my prospects?

Sort your cards over and classify them according to the jobs you are best qualified to do. In one group put the cards of those prospects with whom you have the most likelihood of getting the job for which you consider yourself the very best qualified.

In another group put the cards of those prospects who are most likely to give you a job at the work which you are second best qualified to do. In another group put those prospects for your third best job.

Then take the cards which you have classified in group one and arrange them in the order which you have rated the various prospects. Put your first-class prospects in that group in one division, your second-class prospects in another division, and your third-class prospects in a fourth division. Then when you go out to look for a job apply first of all at your first-class prospects for the job which you are best qualified to do. If you interview all of these prospects without getting a job, then your next step will be to apply at all of the second-class prospects for the job you are best qualified to do, and so on until the very last prospects you call on are the third-class prospects for the job which you have determined is your last choice among the several jobs which you are qualified to do.

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By classifying your prospects and approaching them in this order, you will have a maximum chance of getting the job you are the best qualified to perform with the company which is your first preference as an employer to work for. Or you may decide to classify your prospects according to their location. Then you can save time by calling on all prospects in a given locality at one time.

6. Why is it so important for me to get the name of the individual to whom I should apply?

If you make application to the proper person, he will be the one most likely to recognize your fitness for the job you are seeking. He will be the best judge of your probable value to the company.

It is more diplomatic to see the right person first than it is to see the wrong person and then be referred to the person you should have seen at the outset. Sometimes individuals are a bit sensitive if you do not come to them first.

If you know who the right person in the prospective employer's organization is, you are in a much better position to plan and prepare for your interview. Furthermore, you have a greater likelihood of finding some one among your own acquaintances who can help you make a favorable contact.

It is more effective to know exactly whom you want to see, and to ask directly for that person, than it is

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to call on a company without knowing whom you should see. It makes a better impression.

If a job-seeker simply goes to a company and tells whoever he happens to meet by chance that he is there looking for a job, he may be turned away without having an opportunity to see the person who really might do something for him. On the other hand, if you go to a company and say, "I would like to see Mr. Jones," your chances of getting inside the door are much better. What is more, you have more confidence in yourself when you approach the prospective employer's place of business with a definite person in mind to see.

7. How can new prospects for my services be uncovered?

There are many ways for you to get a line on job prospects, but you will have to use every bit of your initiative, ingenuity, and resourcefulness. New job prospects will not come looking for you—you must go out and "dig them up." One of the most common causes of failure to get a job is the lack of initiative on the part of an unemployed man in really working to secure leads on jobs.

Many a man limits his job-getting chances by expecting to get back on the job he formerly held and by calling haphazardly at the few places he happens to know about where men are working at jobs which he is qualified to do. If you are looking for your first job, or if you have been employed at only a few places

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during your working experience, probably you have not had much opportunity to thoroughly investigate and canvass the territory in which you live and to know just how many job prospects really exist right "under your nose."

In making up your prospect list, consult your friends and acquaintances. Watch news items in the daily papers telling of new companies, mergers, or business changes. Watch the want ads. for help wanted. Consult the classified telephone directory. Make use of your city directory. Go to your local library and study the corporation directories on file there. Make use of private and public employment offices. Keep your eyes and ears open at all times for new job prospects.

Furthermore, do not overlook the possibilities of creating a job by making use of your qualifications in starting out in some small business of your own which can be started without investing much capital.

8. How can I locate jobs through friends and acquaintances?

You must first make sure that all of your friends and acquaintances know that you are looking for a job. Be sure, also, that they are fully informed as to what kinds of jobs you are best qualified to do. In some tactful manner keep them reminded of your quest for a job until you get one.

Some of your friends who are working are in a position to know about jobs which may open up in the places

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where they work. Some of your friends may have acquaintances and relatives who will keep "on the lookout" in your behalf.

In enlisting the coöperation of your friends and acquaintances, be tactful. Do not make yourself a nuisance. Use good judgment in getting them interested in your situation. They can be most helpful to you.

9. How can I get job leads from a prospective employer who has no job for me himself?

If you have made the right kind of an impression upon an employer whom you have interviewed for a job, he may even volunteer, in rare instances, to help you get a job elsewhere. There is no harm asking such a person if he has any suggestions.

This can be a fruitful source of uncovering new job prospects, providing you make a good impression upon such a person. You can size up the situation and determine whether or not the person you have been interviewing has been sufficiently interested in you, so that it would not be out of order to ask his advice.

10. What can I learn from the "help wanted" advertisements?

When jobs are scarce the number of "help wanted" advertisements are also likely to be few in number. Small employers, however, who do not have so many people applying for jobs, and who do not have so many contacts with applicants as the larger companies, often

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resort to the use of advertisements for making contact with prospective employees.

It is worth your while to watch the help-wanted columns closely. The fact that a great many people answer these ads. and apply for the jobs to which they refer, should not deter you from following them up. If you have done an intelligent job in preparing yourself to sell your services, you should be able to compete successfully in applying for jobs no matter how many applicants are after them.

11. Should I spend my money running an ad. in the "job-wanted" column?

That depends upon how much money you have and also upon whether you are qualified in some outstanding way for some particular class of work that is somewhat out of the ordinary.

An advertisement in the job-wanted column is somewhat of a gamble and the average man out of a job cannot afford to be taking "a shot in the dark." If you have some special ability or extraordinary job qualifications, an advertisement may be a worth-while experiment.

Before you spend any money on such an advertisement, however, you would be wise to consult several people in whose judgment you have confidence. Ask them about the wisdom of running such an advertisement. Also, get their advice and help in the proper wording of the advertisement.

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Much depends upon what your advertisement says. It is not a job at which the amateur advertiser is likely to succeed. The advertisement must "click." It must attract attention. No matter how well qualified you may be, unless your advertisement catches the reader's interest, your money will be wasted.

12. What can I learn about job prospects from magazine articles?

Glancing through the business and trade magazines in your public library, you may find articles written about various companies in your locality. Often these magazine articles give you an idea as to how you might fit into the organization of that company. Such articles may tell about plans and activities of a company which will give you an idea in selling your services to the company.

13. How can I make use of a classified telephone directory?

Your classified telephone directory may be one of the most fruitful sources of obtaining names of companies in various lines of business in your territory. In an industrial community, particularly the larger communities, there are many small and medium-sized businesses of which you may never have heard, but which might offer excellent opportunities for employment.

Go through your classified telephone directory and set down on your prospect cards the names of compa-

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nies which appear to offer possibilities of employment on jobs for which you are qualified. After compiling a complete list of these on your cards, you might very well spend a day or two walking through the town and looking up these places just to get whatever impression you can from the outside as to whether they may be likely prospects. Concerning those which look at all inviting, you can obtain more information by making inquiry in that part of the town, without actually going in to seek an interview. Question the corner druggist, the cigar-store clerk across the street, or the gasoline-station attendant near by, and find out something about the concern. You may be able to find out who the man is who does the hiring, whether the company is busy or slack, and other miscellaneous information.

14. How can I use a city directory to build up my prospect list of possible employers?

If a city directory has been published in your locality, within recent years, you will find it useful in getting information about various companies and business establishments.

Your public library will be able to tell you if such a city directory is available.

15. Can the local chamber of commerce help me?

Yes.

Many chambers of commerce have, as one of their activities, the assistance of member employers in secur-

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ing likely employees. Some chambers of commerce even conduct employment offices and keep a file of applicants and job vacancies in the town.

- If you have a Chamber of Commerce in your city, make use of it in getting a line on job prospects.

16. How can I make use of the public library in my job-seeking campaign?

Your library will have files of daily newspapers and other publications which you can use. Search the help-wanted columns. Scan the news items which may give you some clue as to where you can find a job. Trade and business magazines may contain helpful information.

Learn how to use the *Readers' Guide to Periodical Literature* in your library. This will list by subject, and also by author, the various articles appearing in leading magazines. It is published monthly. The librarian will be glad to explain its use to you.

Your library will undoubtedly have on its shelves various corporation directories which will give you a great deal of information regarding the names of companies, the size of companies, names of officers and chief executives, principal products manufactured, and other information which will be helpful to you in judging whether or not certain companies would be likely prospects for your services.

The library is a useful institution for the man out of work. It is a good place for you to spend some of your

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evenings, because you will want to fill your days with actual job-seeking and calling upon prospective employers during business hours.

17. How can a private employment agency help me to locate a job?

If there is a good private employment agency in your territory, by all means count it as one of your possible sources of a job. Certain employment agencies specialize in certain kinds of help. Choose one, if possible, which is specializing in jobs of the kind you are best qualified to perform.

Other employment agencies are broad in their scope and seek to find employment for men of all classifications.

18. With so many men making application at employment agencies, how can I make my application get attention?

Use the same intelligent selling methods in contacting the employment agencies that you would expect to use in an interview with the prospective employer himself. This is where a great many men fall down in their relationship with an employment agency. They do not realize that it is just as important to make a good impression upon the interviewer in the employment agency as it is upon the prospective employer himself.

If you want your application to get attention in com-

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petition with the many other applicants, be "on your toes" when you apply at the agency. The agency makes its money by placing applicants. The better applicants they are able to send out to a prospective employer the more likely he is to hire them.

Furthermore, if they send out capable applicants the employer will be pleased and will patronize the agency in the future. If you impress the agency with your ability and qualifications, they will send you out to interview prospective employers much more often than the applicants with whom they have not been particularly impressed. Sell yourself well to the agency or else you will be "just another applicant."

19. What should I do after registering at an employment agency?

Just figure that you have one more line out, and keep right on plugging in other directions, no matter what assurances the agency may have given you that they will get you a job. In all respects, consider the agency just one job prospect the same as any company with which you are making contact.

Follow up your first interview at the agency just in the same manner that you would follow up a first interview with an employer. Keep them conscious of the fact that you are still in the market for a job. Call back on them frequently enough so that they will not forget you.

20. How can I use public employment offices?

Approach the public employment office in the same manner as the private employment agency. Your success there will depend upon the impression you make on the public employment officer.

Do not make the mistake, however, of spending too much time, or depending too much, on an employment agency either public or private. Consider them just as one job prospect.

21. When should I consider my job-prospect list complete?

Your job-prospect list will never be complete so long as you are still looking for a job. You should be adding to it continually. You should be constantly on the lookout for new prospects to take the places of those which have been eliminated as you made calls and decided that certain prospects would never be able to employ you.

I cannot over-emphasize the importance of doing a complete and thorough job in making up your job-prospect list. Make the list as complete as possible. Then, work on the prospects intensively—that is your job until you get on some employer's payroll.

CHAPTER IV

WHO CAN HELP ME TO GET A JOB?

1. After making up my prospect list, how can I most effectively contact each prospect?

The first thing to do is to check over your list with each of your own friends and acquaintances, to see if any of them can help you in making the proper contact with prospective employers listed.

It is usually better to devise some way of approaching a prospect so that you do not simply "walk in on him cold."

In the case of prospects whom you have no way of contacting in some personal manner, you should make it a point to inquire around and get some definite information, if possible, as to the proper person to whom you should make application. Remember, there is a possible job at the disposal of every prospect, and you cannot afford to spoil your chances by an ineffective approach.

2. Whose assistance should I enlist in helping me get a job?

Here are some suggested aids who may help you. You will undoubtedly ~~think of others~~.

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Friends
Former teachers
Priest
Preacher
Rabbi
Business associates
Relatives
Y.M.C.A. secretaries
Fellow church members
Fellow club members
Society and fraternal members
Former employers
Neighbors
Creditors
Insurance agents
Merchants

Each one of the foregoing is a possible source of helpfulness in your job-getting problem. Each one may have some special reason for taking an interest in helping you.

3. Why is it a mistake to let my pride prevent me from letting everyone know that I am out of a job?

Many workers make the mistake of keeping their unemployment too much to themselves. There is no disgrace in being out of a job unless one has lost his job dishonorably. Even then he must live, and to live he must get another job.

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Under business conditions which cause widespread unemployment, many good men inevitably lose their jobs. In fact, good men who lose their jobs are often the most sensitive about it and are most hesitant when it comes to letting friends and acquaintances know that they are looking for work.

If you are sensitive about being out of a job, the best way to cure the situation is to leave no stone unturned to secure a job as quickly as possible. This means that you must employ every legitimate means to attain that goal.

Some of your friends may be ready to help you get a job, but hesitate to make the first move, particularly if you say nothing yourself. The quicker you get every acquaintance interested in your job problem the more likelihood there is that some one of them may hear of a job and tell you about it. "The more traps you have set the more likely you are to catch the fox."

4. How should I approach my friends to enlist their help in getting a job?

Go to them in a straightforward manner. Tell them your situation and suggest to them that they can be very helpful to you by keeping you in mind if they hear of any job for which you would qualify. Be sure to give them a clear understanding of the several jobs you are best qualified to do. As a matter of fact, there is an opportunity to do a little job of selling yourself even to some of your friends and acquaintances who may not be

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well acquainted with your workmanship and job qualifications.

Perhaps it is superfluous to suggest that your approach to your friends should be tactful. Even to your friends you should convey the impression that you have worth-while services to sell and that you are confident that your services would be a good investment for an employer. Your friends will be more likely to recommend you if they think that you will be a credit to them in the eyes of the person to whom they make the recommendation.

5. How can I win the active help of an acquaintance?

An acquaintance will be much more likely to step right in and help you actively in getting a job if he sees that you are wide awake, alert, and are making an energetic, intelligent effort in your own behalf. "Sob stories" should not be utilized as a means of exciting the sympathy of your acquaintances. Such tactics might make them feel sorry for you, but strange to say, human beings take more interest in backing up a winner than in getting behind a loser.

It would be a good idea to explain your whole job-getting campaign to the acquaintance whom you are hoping to have help you. Show him how you have systematically made up your prospect list. Perhaps he can name some additional job prospects which you can add to your list.

One way to enlist active coöperation is to ask advice

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of your friends or acquaintances. Everyone of us warms up to a person who comes to us for advice. There is something about being asked for advice that flatters us pleasantly. It immediately serves as a challenge to us to prove that the other person's judgment is not in error in coming to us for advice.

You are not likely to make a mistake if you approach your acquaintances on the "advice-seeking" basis. They will be more likely to respond to that sort of an approach than almost any other.

6. How can I make it easy for a friend to help?

Never forget that *you* are the one who is in need of the job. Therefore, do not expect your friends or acquaintances to do anything in your behalf that you can just as well do for yourself. If you violate this principle your friends may get the impression that you are imposing upon them.

Leave as little detail for the other person to do as possible. If you want a friend to write a letter in your behalf, it might be wise for you to write a suggested letter for him, explaining to him that you have done this to save him time and trouble. Suggest to him, of course, that the letter is only your idea of how the letter might be written and that he should feel at perfect liberty to change it in any way he sees fit. It will probably be easier for him to make changes, additions, and subtractions from your suggested letter than to sit down and originate a letter himself. Even though he

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may write a new letter, the work that you have done will be helpful in suggesting ideas for him to include in his own letter.

If you want one of your friends to call up a prospective employer in your behalf, hand him the telephone number so that he does not have to look it up in the directory.

Your friend will be much more likely to do something in your behalf if you make every possible effort to make it easy for him. We are all procrastinators. We like to put off until some later date things we should do immediately. This same principle applies to your friend whom you would like to have make some effort in your job-getting campaign. Make it easy for him to act *now*. Try to have some definite suggestions as to what you would like to have him do, and then present the suggestions as tactfully as possible.

7. How can I utilize an acquaintanceship with an employee of the company where I am seeking a job?

Such a person can give you a great deal of intimate information about the personalities in the prospective employer's organization. He can tell you who is the executive for you to see. He can tell you something of the personal characteristics of that executive.

An employee of a prospective employer is in a position to inform you as to whether the company is busy or slack, which helps you to make your application at the most opportune time. He also will be able to tell

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you which particular departments of the business are most active. This will give you some idea for which one of the several jobs you are qualified to do you should apply.

Such an acquaintance is likely to know what are some of the weak spots in the organization of the company. This will give you a clue as to where you might sell your services to good advantage to that employer. Such information will enable you to present a selling talk in behalf of your own services which should register favorably with the employer. Your friends will often pick up specific information as to certain definite jobs that are likely to become vacant and can give you worth-while advice as to how you should present your qualifications in order to get the job.

By all means utilize to the fullest extent any acquaintanceship you may have with any employees of companies on your prospect list. This is one of the most effective ways to get desirable information about a company, its needs, its particular problems, and its policies, before you make application. Armed with the right information, you can make a much better impression when you go there to sell your services.

8. What care should I use in making a contact through a person already employed by the company where I desire a job?

You must be sure that the person has an excellent standing with his employer, particularly if you depend

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upon him to recommend you or to introduce you to the man who does the hiring for the company. I have known it to happen, on more than one occasion, that an employee's recommendation served as a hindrance rather than a help to the applicant.

Employers are usually glad to consider the employment of a person recommended by an employee who stands high in their estimation. By the same token, an employee of questionable standing is assumed to have friends and acquaintances of standards similar to his own. This is often an unfair assumption, but it seems to be the prevalent and natural assumption.

Therefore, be careful about the making use of a contact through a present employee of a company. If you know that the employee stands high, then it will be to your credit to be a friend of his. The opposite is also likely to be true.

9. What special use can I make of every one of my acquaintances who is working?

Interest each one of them in "tipping you off" whenever he hears of any jobs that are vacant in the place where he works. In order to make this method most effective you must not allow your acquaintances to forget that you are still looking for a job. Find some tactful way to keep them reminded.

Just think what a help it should be to you to have twenty or thirty employed persons keeping their eyes open for possible jobs for you in the plants and busi-

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ness places where they work. This is one of your best assets in your job-getting campaign, so make the fullest possible use of it.

10. How can I enlist the coöperation of a former employer in getting a job elsewhere, if he has no work for me?

If you left his employ in good standing a former employer can usually be counted on to help you. This is particularly true if he laid you off through no fault of your own. Under such circumstances an employer is likely to feel some sense of obligation to help you get placed elsewhere if he cannot reemploy you himself.

It will not do, however, for you to approach him with an attitude that he owes it to you to help you find another job. He will be much more interested in helping you if he sees that you are taking full responsibility yourself and are "plugging away" with determination to get a job.

Your former employer is another person who should be able to help you with your prospect list. To tell the truth, a well-made-up prospect list on cards can be a real asset in making the right kind of impression upon a great many people whom you are trying to interest in helping you get a job. I know that in my own experience with thousands of job-seekers I have always felt like going out of my way to help the fellow who appears to be working hard to help himself.

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Your former employer undoubtedly has prestige with other employers of your territory. In running over your prospect list he undoubtedly will recognize concerns in whose organization he has some business associate or friend whom he would be willing to call on the telephone to introduce you and to recommend you.

11. Does a "pull" help a man get a job?

A great many people moralize on this subject of a "pull." They speak of a man with a pull as if he had some unfortunate disease. The fact remains, however, that pull does help men get jobs. Right or wrong, it is a cold fact which cannot be denied.

There is no question but what the man who can enlist the interest of some one who will speak a good word for him does have an advantage. This advantage, however, does not usually extend beyond actually getting the job. A pull is usually not sufficient to enable a man to hold a job unless he does his work. Of course, what the man out of a job wants is just a chance to prove his worth. If he gets the job he will probably be able to hold it with hard work and honest effort.

12. How can the ordinary man earn and deserve the right kind of a "pull"?

This word "pull" is often carelessly used. We are likely to apply it to the man who has made a good record, and therefore deserves preference, as well as to the man who has no particular qualifications but gets

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jobs because he is related to some one or knows the right "politician."

A man who is upright and wins the reputation for being a good worker will earn the right kind of a pull with influential people. There is no use for you to sit back and say, "A man has to have a pull to get a job." It is up to you to make the right kind of impression upon friends, acquaintances, and associates who can help you make contact with people who are in a position to employ you. This is merely applying good salesmanship to the selling of your services.

13. What are the advantages of a "third-party approach"?

Some third party may be able to tell a prospective employer about your qualifications much more effectively than you can yourself. He can say things in your behalf which, if you said them yourself, might sound boastful and exaggerated. The very virtue of modesty sometimes defeats a good man's chance of convincing a prospective employer of his excellent qualifications.

If some one else—some one in a position to know—tells a prospective employer about your good points he is almost certain to take them more seriously than if you tell about them yourself.

It is important, however, that the third party really be a person who can speak authoritatively about you from first-hand knowledge of your ability, your expe-

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rience, and your qualifications. If some city councilman, doctor, or preacher calls to tell me about the ability, the factory experience and the efficiency and technical knowledge of a man applying for a technical job, I cannot help but place a low estimate on the validity of such recommendation. On the other hand, if a superintendent of another plant in town calls me about such a man and speaks about his qualifications from first-hand observation and supervision of the man while doing work right on the job, I cannot help but be favorably impressed.

Therefore, when enlisting the help of some third party to say a good word in your behalf, make sure that he only discusses such of your qualifications as he has had actual opportunity to judge first hand. He may hurt your cause more than help it if he does otherwise. The prospective employer will judge an indorsement by his estimate of your indorser's opportunity to know your qualifications.

14. How may a letter of introduction help to "break the ice" for me?

Always avoid, if possible, "crashing the gate" of a prospective employer. A letter of introduction from some person whom the prospective employer has reason to respect practically assures you of a favorable interview.

The very knowledge that you are being properly introduced to the prospective employer helps you to make

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a good impression. It helps to build up your own confidence in meeting the situation. It gives you and the prospective employer some common ground to begin with—the mutual acquaintanceship of some person whom you both know and respect.

A letter of introduction often helps to get you past subordinates and enables you to see the proper person. It helps to get you by the information clerk at the door, or the watchman at the gate.

Here again you should use judgment in getting such a letter of introduction from a person whom you feel will have some prestige with the person you hope to interview. Such a letter of introduction need not go into detail with reference to your qualifications, ability, and merits. It may well be very brief and simply serve as an introduction. Following is a copy of the letter of introduction which I wrote in behalf of an applicant whose qualifications impressed me but for whom I had no work available:

June 1st.

Mr. Walter Stearns, Personnel Manager,
U. S. Rubber Company,
Passaic, N. J.

Dear Walter:

This will introduce George Blank, a young man who has applied to me for work.

I am sorry that I have no job to offer him, because I feel confident that he has qualities and qualifications which will be valuable to some employer.

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I am suggesting that he have a talk with you, on the chance that there may be some opening for him in your organization. If you don't hire him I wish you would let me know, because I will keep him in mind for a future opening in our company.

With personal regards, I am

Sincerely,

A letter of introduction to a prospective employer can very properly come from any person who has a legitimate interest in you. Your pastor, who feels that you are a person of character, might appropriately write a letter of introduction for you to some business man of his acquaintance. A former employer who knows your technical ability might write a letter of introduction to a business friend in your behalf. A former teacher who knows something of your good qualities might introduce you by letter to a prospective employer. The point to keep in mind is that the letter of introduction should, if possible, be written by some person who knows personally the prospective employer whom you desire to contact.

15. Will it help my case to be accompanied to the prospective employer's office by one of my parents, an older brother, an uncle, or a friend?

No.

To be accompanied by such a person is more than likely to operate to your disadvantage. The older person will be tempted to do the talking for you. This is unfair to the prospective employer, because he cannot

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form a proper estimate of your qualifications unless he has an uninterrupted opportunity to talk to you himself. It makes you look as if you were not self-reliant—that you could not stand on your own feet. You are likely to suffer by a comparison with the more fluent and self-possessed person who is trying to do your talking for you.

If your father or older brother, uncle or friend, knows the prospective employer personally, he can do you a great deal more good by sending along a simple letter of introduction, or better still, by giving the prospective employer a telephone call and making an appointment for you.

16. What kind of a letter of recommendation should I show, and which kind should I not show to a prospective employer?

As a rule letters of recommendation are of very little value. It may help you to show a letter of recommendation if it is one which points out definite, strong points in positive language and particularly if it says that the writer would be pleased to reemploy you himself.

Do not show a letter of recommendation which deals only in generalities, which speaks only of several of your virtues, but which does not tell the reader anything definite about your practical experience, ability, and success on jobs which the writer has personally seen you perform.

It is almost pathetic to see many job-seekers pull out

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a sheet of pocket-worn letters of recommendation, when one realizes that practically no one pays any attention to letters of recommendation. Undoubtedly, the prospective employer to whom you might show such letters of recommendation has written hundreds of them himself just to make a departing employee feel good.

A letter of recommendation rarely reveals to the prospective employer what he really wants to know about the applicant. Anyone can get a letter of recommendation. There is something good that can be said about every person, and these are the things which go into letters of recommendation. Probably nine out of ten letters of recommendation do the applicant more harm than good even though there is nothing in the letter which says anything against him.

17. What can I learn about job-getting by talks with successful people?

One of the most fruitful sources of help to a man who is looking for a job is found in talks with successful and practical people who are willing to give advice and helpful suggestions.

Frequently an unemployed man finds it difficult to decide definitely in his own mind just how, when, and where to proceed with his job-getting activities. Men of successful experience are usually very fruitful in their suggestions. Such men have had greater opportunity, usually, to become acquainted with job opportunities

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presented by new industries, by new processes, and new methods.

When a job-seeker becomes discouraged by his failure to land a job, one of the best things he can do is to seek an opportunity to talk with some successful person about his situation. This will usually give him new stimulation, encouragement, and definite ideas on what to do next.

18. How can I show my appreciation to a person who has helped me in my job-getting campaign?

Above all things be sure that he knows that you do appreciate his helpfulness. You owe it to yourself, you owe it to the person who helps you, and you owe it to that other unemployed man who may later seek the help of the same person. If you have failed to show appreciation, the next man who solicits his help may not be given any help.

Be sure to report to the person who has helped you and tell him the outcome of any of the contacts he has helped you to make. Do this whether the contact resulted in any encouragement to you or not. Even though the contact has not resulted in a job, go back to your friend and thank him and explain to him exactly what happened. Incidentally, this gives you an opportunity to get further suggestions from him. Furthermore, if you get him to thinking more intensely about your situation, it will probably be a challenge to him to help you see it through.

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Your friends and acquaintances who are willing to help you in your job-getting endeavors are too important an asset for you to neglect. There is no excuse for you if you do not adequately show your appreciation for help afforded you at a time when you needed help most.

The better you keep a friend informed as to the outcome of his suggestions, the greater the sense of participation he comes to feel in the ultimate success of your search for a job.

Thus, you reënforce your own job-getting effort. By proper use of your contact with friends, acquaintances, and associates you can, for all practical purposes, develop a real organization working to get a job for you. Certainly there is strength in numbers. You and all your friends can do much more in your own behalf than you can do alone.

CHAPTER V

WHAT PREPARATION SHOULD I MAKE FOR THE EMPLOYMENT INTERVIEW?

1. Why is my preparation for the employment interview so important?

Your preparation for the employment interview is important because the interview itself is the most important factor in your entire job campaign.

All your plans, all your efforts to make the right contact with the prospective employer, and all that you do to prepare to sell your services, lead up to one definite moment—the moment when you enter into an interview with a person who may give you a job. It is the only time at which you can display your “wares.”

What would you think of a salesman who spent hours and weeks getting his samples ready and then, when he called on the prospective buyer, did not even bother to show him the samples, the very basis upon which the buyer will form his judgment?

A man of lesser qualifications often gets a job in competition with a much better qualified man simply because he does a better job of selling his services. In order to be ready to do yourself justice in the employment interview, you must be prepared for the interview.

2. Why should I carefully plan and map out my end of the employment interview?

If you go into the interview like a wrestler in a "catch-as-catch-can" match, the chances of winning a job are against you.

You must be prepared to take some initiative in the interview. The interviewer should not be forced to wring information out of you by rigorous cross examination. On the contrary, it will be to your advantage to tell your story in an orderly fashion. This will enable you to put the emphasis on those of your qualifications which you wish particularly to bring out.

If you sit back and let the interviewer take too much of the initiative he will be likely to bring out too many of your weak points. As a matter of fact, your weak points are what the interviewer is trying to discover.

Plan your interview to fit the particular job for which you are applying. Think out ahead of time what impression, what facts, and what ideas you wish to give the interviewer. In our questions and answers we will pay intensive attention to this whole question of preparation for the interview and handling the actual interview itself.

3. What information should I gather about a company where I intend to apply for a job?

A man out of a job may be glad to get work anywhere, without much consideration of the company. On the other hand, while you are looking for work you

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might as well put your major emphasis on getting a job with the kind of company which offers maximum opportunity for permanent employment, chance for advancement, good rate of pay, agreeable working conditions, and fellow workers who will be congenial.

In order to plan your interview intelligently, the more you know about the company's history, its policies, its product, and the man who will interview you, the more effectively you can prepare to present the value of your own services.

It is not difficult to learn how desirable a certain company is as a place of employment. Every company has its reputation with respect to working conditions, wages, treatment of employees, opportunities for promotion within the company, and the other factors by which a concern is judged by employees. This reputation is well known in the community.

4. What should I learn about the man I am going to interview?

It is important to learn all you can about this man.

Certain executives are likely to have "pet ideas" about how to judge a prospective employee's qualifications. If the man you are going to interview is a college-trained man he will probably be a little more interested in your educational background. If he is a so-called self-educated, or "practical," man he will, in all probability, be most impressed by what your actual experience has been and may pay relatively little atten-

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tion to whether you are a college graduate, a high-school graduate, or a person whose schooling was terminated early in youth.

If the man you are to interview is a technical man, then you must be adequately prepared to present your technical qualifications well. He will talk the language of the technical man and will expect you to be well posted on technical angles of the job.

If there is anything in the background of his experience which coincides with some part of your own experience, this will form common ground upon which to stand in the interview. If both you and he have worked for the same employer at some previous time, although at different periods, it is well for you to know this because it will help to get close to him.

If he is a stickler for high-quality workmanship, it will improve your chance if you are aware of this and find an opportunity in the interview to indicate your own respect for similar standards.

It is evident that the more information you have about the man whom you will interview, the more capable you will be of preparing yourself to make the most of your opportunity to talk to him about a job.

5. How can I find out all about the company where I plan to apply?

This question presumes that the company under consideration is one about which general information is not easily obtainable through discussion with acquaint-

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ances and people who are familiar with the company. For example, you may want to know something of the financial standing of the company in order to judge the stability of a job you might obtain. One of the best sources of information of this kind is a financial-rating book such as Moody's or Thomas' Register.

Your public library will undoubtedly have financial-rating books and the librarian will help you to get the information you desire. Such books usually give the names of the chief executives and officials of the company, the financial rating, the amount of business done annually in dollars and cents, and something about the product manufactured or the services sold.

6. Why should I have formulated definite reasons for seeking a job with a certain company?

Having definite reasons for seeking a job with a certain company will give you a much more convincing attitude when you engage in the employment interview. Even though the interviewer may not ask you openly just why you feel that his company is the place for you to apply, he will, nevertheless, have the question in the back of his mind.

If your reasons for wanting to work for that particular company are good reasons, they will prove to be very convincing evidence of your sincerity and will make you look like a much better investment for the company. You should, in your preparation for employment interviews, always decide in advance certain defi-

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nite reasons why your services would fit well into the needs of the particular company where you are applying. Then you will be ready when you get into the interview to more certainly prove yourself capable of rendering valuable service.

7. Why is it important for me to carefully plan beforehand just what I will say in opening the interview?

There is likely to be an embarrassing moment when you come into the presence of the interviewer. Immediately after the exchange of greetings you should be prepared to state your mission in carefully chosen words. If you think this out beforehand, the embarrassment of the moment will not confuse you.

If you know ahead of time what you are going to say in opening an interview you will not be likely to stumble and falter or make it necessary for the interviewer to start the discussion.

8. Why is my opening remark so important?

Because your opening remark has a definite influence upon the kind of first impression you make, and first impressions are decidedly important.

At a conference of employment managers which I attended, a standing vote was taken with reference to the question as to how many of these professional interviewers and "man-selectors" relied upon first impressions in picking out men for jobs. All but three out

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of this group of more than sixty men voted "Yes" to the question, "Do you believe that you can rely upon first impressions in judging men?"

Regardless of whether first impressions are reliable or not in your estimation, the fact remains that the great majority of people have considerable confidence in their ability to form a fairly accurate appraisal of a man on the basis of the first impression. This being the case, do not neglect any slight detail which will help to make a favorable first impression.

9. How should my side of the employment interview be planned?

In addition to making a good first impression by the kind of personal appearance you make, it should be your purpose to put across to the interviewer, in the shortest space of time possible, a clear picture of your experience, qualifications, and characteristics which would make you a good investment for his company.

Presumably you have outlined your education, training, experience, and general qualities in your experience record and qualification sheet which you made up at the outset of planning your job-getting campaign. If you have done that job well, then you have available the nucleus of the information and ideas you should plan to get across in the employment interview.

In planning the interview you should take the facts of your experience record and qualification sheet and consider them in the light of the particular job you are

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applying for and in the light of the particular interviewer and company to whom you are making the application. You should plan to shift the emphasis to fit the situation.

An important part of your preparation for the interview should be careful consideration of all the possible questions which the particular interviewer under consideration may raise. Your preparation should consider particularly your own weak points with reference to the job for which you are applying. Your object should be to think out ahead of time how you can best bolster up your case to make your strong points look strong and thus tend to make up for your weak points.

It is always helpful to talk over with some one else the best approach to make in an interview with a given employer. Thinking through the interview ahead of time will help you to prevent being caught off your guard during the interview.

10. How will careful preparation for the interview affect my own personality?

It will give you added confidence in yourself. This is important.

Knowing ahead of time just about how you intend to conduct your side of the interview will enable you to enter the interview with much more confidence in yourself. Such an attitude is always helpful in the sale of anything whether it be a commodity or your own services.

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A faltering, indefinite handling of his side of the interview always puts an applicant in a bad light. The interviewer is likely to mistake the lack of definiteness, precision, and ready answers as anything from lack of intelligence to "bluffing," on the applicant's side.

11. Why should I try to put myself in the place of the prospective employer when making my preparations for the interview?

If you put yourself in the prospective employer's place you will give adequate consideration to all the questions he is likely to ask you in the interview. Knowing what some of your own weak points may be will enable you to think of even more embarrassing questions to ask yourself than the interviewer may ask. This should be done in order to be ready to meet any emergency which the interviewer may develop.

Trying to see yourself as the prospective employer will see you will help you to consider each point necessary in making a good impression. Carry this idea of putting yourself in the prospective employer's place even to the point of standing up in front of a looking-glass and giving yourself a careful "once over" before you start out to keep your interview appointment.

12. What kind of an employee are most employers looking for?

Here are some qualities which almost every employer desires that an employee should have.

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The employer wants an employee who is interested in the work he is to do. He wants an employee with ideas, and the ability to put these ideas to work. Of course, he wants the employee to possess those fundamental qualities of loyalty, honesty, industriousness, and coöperativeness.

The employer is looking for an employee who has all of these qualities, in addition to the practical ability and experience necessary to handle his job.

Knowing that these are the things the employer is looking for, you should study how to give him a conviction that you possess these qualities. He will not ask you if you are honest, or if you will be loyal, because he knows that every applicant will answer "Yes" to such a question. Therefore, you must plan to get across the idea that you possess these qualities, and you must plan to do it without coming out boldly and stating that you possess them.

13. Upon what points will a prospective employer judge me?

He will judge you first of all upon the kind of appearance you make. There is much that you can do by your own efforts and preparation to make your appearance pleasing and to your credit.

He will judge you by the way you talk. He will consider not only what you say, but the way you say it. A combination of your appearance, the way you talk,

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your actions, and your carriage makes up that indefinable something which we refer to as personality. Your personality is an important factor. Personality is something which can be cultivated. Every one of us can develop a better personality than we now have. Persistent effort will work wonders.

You will be judged by your training, your education, and your practical experience. The prospective employer will judge you by your ability, and he will devise ways and means to decide in his own mind whether or not you possess ability along the lines of the work you are seeking.

You will also be judged on the basis of how the prospective employer thinks you will fit in with the people already on the job.

Knowing the things by which you will be judged, prepare to impress the employer favorably on these very points.

14. Why is it so important for me to carefully analyze my own shortcomings with reference to my qualifications for a job for which I expect to make application?

It is important to give careful consideration to your own shortcomings because your weak points are the very points which your prospective employer will be attempting to discover. Every minute that you are in the presence of the interviewer he will be groping and

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searching for possible points at which you might fall down if you are employed for the job.

A capable interviewer will almost certainly locate your weak points, and his purpose in the interview will be to discover just how weak you are at those points. Therefore, it is evident that in your preparation for the interview you must give careful consideration to just how you will present your story when these particular points are brought out in the interview. Here let us emphasize once more the importance of building up your strong qualifications to the point where they will help to overshadow the points at which your qualifications are least strong.

15. Why does a good merchandiser spend so much time and effort in developing an attractive package for his product?

Experience has conclusively demonstrated that purchasers are greatly influenced by the attractiveness of the package in which a product is displayed for sale. The designing of attractive packages is a profession in itself. Thousands of dollars are spent in experimenting and in research in order to design a package or a wrapper which will please the eye of the prospective buyer.

In hundreds of instances sales have been increased simply by putting a product up in a more attractive package, although the product itself may be exactly the same as before.

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16. Does this principle of attractive "packaging" play an equally important part in selling my services?

Yes.

You should pay careful attention to the condition of your clothes, to your personal cleanliness and tidiness, as the package in which your "product" is presented for sale.

An appearance that is pleasing to the eye of the prospective employer plays a very large part in the kind of first impression that you make. You can take a leaf from the experience of the product merchandiser and deliberately set out to make your own personal appearance just as attractive and appropriate as you possibly can.

17. How does looking one's best affect one's self-confidence?

It is a well-known fact that a person feels much more self-confident and at ease when he knows that he is looking his best. Ask any successful salesman why he makes it a point always to be well dressed, neat, well groomed, and tidy. He will tell you that it is not only for the effect upon the prospect on whom he calls, but also because it gives him a sense of well-being and self-confidence which is essential in doing a good selling job.

18. What impression may the prospective employer get of me if I appear for an interview badly in need of a hair-cut or a shave?

The chances are he will get the impression that you are careless. It will indicate to him a certain lack of initiative on your part. He may set you down in his mind as a procrastinator. Another impression he may get is that you are a person who will not function well without very close supervision.

Of course, the need of a hair-cut does not necessarily prove that you are that kind of a person, but there is great danger of giving that impression. You cannot afford to take such chances. Therefore, when you are out looking for a job do not go out with a shaggy head of hair badly in need of trimming. Make it a point, also, to be cleanly shaven.

19. What can I do to prevent a prospective employer from under-estimating my ability, my character, and my good qualities?

In the first place, by careful preparation for the interview you can be ready to present your qualifications in the very most effective manner. This preparation, of course, includes the preparation of your personal appearance.

Even though your clothes may be worn, they can be clean, well brushed, and pressed. Your shirt may not be new, but there is no excuse for its not being clean. See that your shoes are shined. Make sure that your face

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and hands are well washed and that your finger nails are clean.

I have had men apply to me for office positions who gave me the impression by their personal appearance that they should have been applying for common labor. Under no circumstance could such a man be given an office position. And, because he is applying for an office position the assumption is that he is not qualified for manual labor, even though his appearance would give that impression. Therefore, such a man loses out all around.

20. Why should I be prepared to explain why I left each previous employer?

Your prospective employer will certainly want to know why you left each job you have held. If you do not volunteer the information he will ask you.

It is much better for you to be ready to start out and give a complete story of your previous experience, job by job, than to make it necessary for the interviewer to "drag" this information out of you by questioning. Without waiting to be asked for the reasons, you should tell why you left each job.

This is particularly true in case you have ever been discharged from a job or have left a job for a questionable reason. It will sound less damaging if you voluntarily explain the situation, because if you wait for him to "pry" the information out of you it will give the appearance that you are trying to cover up

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something. If you were wrong, and deserved discharge, admit it and say that it taught you a valuable lesson. Do not blame the employer who discharged you.

21. Should I be ready to give former employers as references?

Yes.

The man you are interviewing may not check up with your references, but if you are ready to give them, and he sees that you are perfectly willing to have him check up your previous record, that very attitude on your part will usually convince him that if he does check up he will find your record favorable.

Before giving former employers as references, however, it is a good idea to inform them that you would like to use them as references. This is particularly important if there may be any question in your mind as to just what kind of a recommendation a former employer might give you.

22. How can I use references most effectively?

Give as a reference only such persons as have definite knowledge of your qualifications and ability to perform the particular job for which you are applying. As previously suggested, you will probably have several jobs which you are qualified to do well. In choosing your references you should choose them according to their knowledge of your qualifications for each of these several jobs.

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One effective way to use a reference is to suggest to the interviewer that he call the man you are giving as a reference by telephone or write to him, asking specifically what he thinks about you in connection with the job you are seeking.

Another effective way to make use of a reference is to suggest to the interviewer that if he would like to have you do so, you will have a certain previous employer or other reference write to him about your qualifications. If you leave it to him to use his own initiative to write to the reference you have given, he may not get around to do so. If you take the initiative, the recommendation will actually be made.

23. If I am a student coming out of school seeking my first job, what points should I particularly bear in mind in making my preparations for the interview?

You must recognize at the outset that it is your personality—your alertness, evidence of intelligence, enthusiasm, initiative, and appearance—upon which your chances of getting a job chiefly depend. With no experience to sell, you must prepare to convince the prospective employer that you are good “timber.” That you will learn quickly, work hard, and qualify readily to perform a worth while service in his employ.

One of the reasons for an employer's frequent hesitancy in hiring an inexperienced person is his realization

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that he will have to undertake an expensive breaking-in period. He feels that he is taking a gamble with an unproved "product."

It is up to you, if you are a beginner, to give assurance of an ability to acquire new ideas and skills readily. Perhaps something in your school record will prove this point.

Be ready to assure the prospective employer of the seriousness of your intentions to stay with him after the breaking-in period so that his investment in your early training will pay him a dividend.

24. Why should I be prepared to answer a question as to how much pay I expect?

This is one of the questions upon which an applicant is frequently caught "off his guard." When such a question is thrown at him he is likely to try to avoid a definite answer for fear that he will either ask too high a rate of pay or too low a rate. If he asks too high a rate the prospective employer may cease to consider him for the job. If he asks too low a rate, it may indicate an underestimation of his own ability. It may also result in his getting a job at much less money than the prospective employer might have been willing to pay.

Think over carefully how you should answer such a question in connection with the job you are applying for before you get into the interview. Whatever answer you give, it is important to let the prospective employer

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realize that you are willing to let your compensation be based upon your ability to serve him well.

25. How may I sell my services by selling an employer an idea?

Sometimes it is possible to get a job by suggesting to an employer that he undertake some new function that has not been done before, and then sell him on the idea that you are the logical man to do this new class of work for him. This method of getting a job, of course, only applies when you have some special ability along a line that is somewhat out of the ordinary.

Approaching a prospective employer on such a basis requires that you have considerable knowledge of what his problems and needs are. Before suggesting to an employer that he create a new job, it would be wise for you to check your idea over with some one else before you submit it in an interview. What may appear to you to be a novel idea and one which would be attractive to the prospective employer may not be that kind of an idea at all. Some one among your friends or acquaintances may be a good judge of whether your idea is a sound one. Or you may get suggestions on how to improve your idea and thus make it more attractive.

Let me give an example. I once had the responsibility for supervising the maintenance and upkeep of a number of houses owned by a manufacturing company with which I was associated. When repair work was to be

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done it had been the practice to get bids from local building contractors. One day a man called on me and said that he was a first-class carpenter and tinsmith. He had also had considerable experience with plumbing and electrical work.

He suggested that he could save money for us if we would put him on as a full-time house-maintenance man instead of letting the work to outside contractors. He gave a sound set of reasons why his all-around ability would be a good investment for us on such a basis. His idea was a good one and we employed him.

26. Should I apply for a definite job?

It is much better to make application for a definite job for which you are fully qualified than it is to tell the prospective employer that you are looking for "anything." If you have no idea what particular kind of work the employer has to offer, outline to him your qualifications for the several jobs you have decided that you are most capable of doing well.

The average applicant fears that if he applies for one definite job he will lose out on a chance to get some other kind of work if the kind of work he is asking for is not available. As a rule, however, an applicant makes such a bad impression by asking for "anything" that the prospective employer is likely to underestimate his ability.

Even if the employer does not have the specific kind of work you apply for, if you do a good job of pre-

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senting your qualifications he will undoubtedly recognize your ability to do the kind of work he does have. At any rate, you have everything to gain by applying for a definite kind of work, because you have so much better a chance to make a good impression in this manner. The employer does not judge you to be simply a "Jack of all trades and master of none."

27. What is the best time for me to call for an interview?

Any time during working hours is an appropriate time to call for an interview. Some people have the impression that Monday morning is the time to "start out bright and early" and look for a job. You should start out bright and early every morning until you get a job.

I doubt if one day is any better than another. The fact that so many men do their most serious job-hunting during the early part of the week may mean that you will have a better chance to get a good interview during the latter part of the week when fewer people are applying.

Some industries which are seasonal offer better opportunities for employment at one time of the year than at another. You should use judgment in considering the seasonal condition of the business where you expect to apply.

One time of day is likely to be about as good as another unless a company happens to have the rule of hiring only at certain hours of the day.

28. How can I know when I am adequately prepared for the interview?

Try yourself out by telling your "service-selling story" to your wife, to a friend, or to some one who may be able to give you pointers. Do this in order to make sure that you have your story well fixed in your own mind and are able to present it completely.

Your ability to conduct your side of the interview will improve with practice. Of course, we hope that you will get a job before you have much opportunity to practice. At any rate, your ability to present your services effectively will improve each time you have an interview.

Remember you are not going out to "beg" or "ask" for a job—you are going out aggressively to sell your services.

CHAPTER VI

HOW SHOULD I CARRY OUT MY SIDE OF THE EMPLOYMENT INTERVIEW?

1. Upon entering the prospective employer's presence, what should I do first?

Greet him with a pleasant, "Good morning, Mr. Brown!"

And be sure to speak up in a voice that can be heard distinctly. Don't mumble. Look him in the eyes as you speak, not boldly, but pleasantly and confidently.

Then, make a simple direct statement as to the purpose of your call. In making such a statement you might say something like this:

"Mr. Brown, I have come here to see you this morning because I am qualified to perform a certain kind of work that is done here and because I believe that my services on this work would prove to be a profitable investment for your firm."

2. Should I take the initiative in shaking hands with the prospective employer whom I have come to interview?

No. It may give the impression of familiarity or "freshness."

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Be prepared, however, to shake hands in a proper manner if the interviewer proffers his hand. Ninety out of a hundred men applying for jobs do not know how to shake hands properly.

Some of them, with apparent reluctance, put out the right hand cautiously if the interviewer puts out his hand. Some men who are over-impressed with the importance of the handshake try to pinch the interviewer's hand off at the wrist. Some lay an inanimate, clammy hand in the hand of the prospective employer and allow him to do all the shaking. A good handshake really means something. A poor handshake is much worse than no handshake at all. If you will give the interviewer a handshake which is sincere and hearty—a handshake that reveals confidence in yourself—it will help to make a good first impression.

If you do not feel that you can execute a handshake effectively, you had better hold your hat in your right hand, which simple device will usually prevent the interviewer from taking the initiative in shaking your hand.

3. What other simple courtesies should I observe?

Be sure to remove your hat. Stand erect in a respectful attitude. Wait for an invitation to be seated.

If you step into a man's office and begin looking for a chair to sit in before you have completed your greetings and before you have taken proper notice of the man in whose presence you stand, you will convey

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the impression of a lack of proper respect. You need not be subservient in order to be respectful. In fact, very few people like to have a person come before them cringingly.

Do not enter the prospective employer's presence with a cigar, cigarette, or pipe in your mouth. Furthermore, do not have one in your hand. It is better not to smoke during the course of the interview unless the interviewer offers you a smoke. Do not ask him if you may smoke unless he happens to be smoking himself, and even then it is better for you to refrain.

Do not go into an interview chewing gum. Neither should you have a tooth pick or a match in your mouth.

4. How should I act during the interview?

Act confidently, but not "cocky."

Be aggressive, but not objectionably bold.

Do not fail to look the interviewer squarely in the eyes when answering questions or when you are being addressed.

Act with assurance. Maintain an attitude of vital interest throughout the interview. Be on the alert. Make certain that there is not a dull moment in the interview.

5. Why does a business-like attitude on my part make a good impression?

A brief, clear statement of your case, your qualifications, and your interest in a connection with the com-

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pany will create the impression that you are a business-like person—a person who would have initiative on the job.

State your qualifications and experience without boastfulness. At the same time, however, make sure that you do not depreciate yourself in the eyes of your prospective employer. He will get no better impression of you than you appear to have yourself. If you appear to lack confidence in yourself and your qualifications, you cannot hope to induce an attitude of confidence in the person you are interviewing.

6. Should I wait for the interviewer to open the interview?

One of the common mistakes of job-seekers is that they come into the presence of a prospective employer and then wait for him to take all the initiative in dragging out of them their qualifications, the purpose of their visit, and the information about themselves and their experience.

If you can enter an interview, take the initiative and tell a complete well-organized story about yourself, your experience, and what you can do profitably for the company, it will be a refreshing experience for the interviewer, because hardly one out of a hundred men realizes the importance of standing on his own feet and, like a good salesman, stating his case in an orderly, clear, and concise manner.

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7. How can I avoid the common mistake of applicants waiting for the interviewer to wring information out of them?

You can avoid this error by starting right in to tell your story as soon as the exchange of greetings has been completed. You can present your qualifications in a much better light if you, on your own initiative, proceed to give the prospective employer all the information which you know he will be most interested to have. In preparing for the interview you will have carefully considered the information which should be presented in order to sell your services. Therefore, why create the wrong impression by forcing the interviewer to cross examine you in order to wheedle the information out of you?

Occasionally you will find an interviewer who has a special manner or order in which he prefers to secure his information from an applicant and he will prefer to ask the questions he wants answered and have you give your replies to these questions directly. If you meet such an interviewer, do not appear too persistent in trying to tell your story just the way you have planned to tell it. Even though you have carefully planned your interview, you should be flexible enough to change those plans in the course of the interview itself, if, in your judgment, the prospective employer appears to be desirous of approaching the situation in some other manner.

8. How should I describe my experience record?

Start right at the beginning and tell the complete story of your education, training, experience, and qualifications. Start by telling about your education and the dates at which you may have completed the various steps in your education.

Then describe briefly your first job, giving your duties and the date at which you started the job and the date at which you left the job. Volunteer the information as to why you left the job. Also put in a word as to special qualifications you may have developed on the job, things about the job that captured your interest, and a word about points connected with the job that were pleasing to you.

Give this information briefly, with reference to each job you have held in the order that you held them, bringing your record right up to date.

If you have previously made out a carefully prepared experience record and qualification sheet, you might make effective use of this in certain instances. You might tell the interviewer that in order to save his time he can quickly get a picture of your experience and qualifications by scanning your experience record sheet. Using the experience record sheet in this manner has the advantage of making sure that none of your experiences will be left out in the telling of them. Furthermore, having prepared the experience record sheet thoughtfully and without haste, you will have presented your experience in the most effective manner possible.

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There is one thing about using an experience record and qualification sheet in this manner, however, with which you should be careful. The record sheet may have been made up without the particular job in mind for which you are now applying. Consequently, there may not be any particular emphasis on the qualifications most fitting for the job for which you are applying. You would probably find it worth while to make up special experience record sheets to fit different situations, so that you can have one ready to display which gives proper emphasis to your experience, training, and qualifications with the specific job in view for which you are making application.

9. Why does it weaken a job-seeker's case merely to ask for a job at "anything"?

This gives the prospective employer the impression that you are not specifically qualified to do any definite job. He will conclude that you are "a Jack of all trades and master of none."

If you tell the prospective employer that you are able to do "anything," he knows that you are just "sparing around" to try and find out what job may be available. This is a very common mistake of job-seekers. I am sure that nine out of ten men looking for a job apply for "anything." The prospective employer knows that no man is ready and qualified for any job that may be offered.

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Be sure that you do not make this mistake. If you present your qualifications to perform effectively one or two certain jobs you will make a much better impression. Even then, if there is some other miscellaneous job available, you will look like a more fitting candidate for that job, in most instances, than you would had you simply come in and asked for a job at "anything."

10. What part of my experience should I emphasize?

Before you make application for a job you should have given consideration to the particular kind of work the prospective employer in question is most likely to have and for which you are properly qualified. Once you have made the decision as to what definite work you are going to apply for, then you should prepare to present your qualifications, with emphasis on those qualifications which best fit you for that work.

This is where preparation for the interview proves its worth. If you have thought through the manner in which you will conduct your interview, you will have planned just how to put the proper emphasis on those sections of your experience which fit into the requisites for the job for which you are applying.

The interviewer will be striving to gather together those parts of your experience and qualifications which will most effectively meet his requirements for the job in question. You know that in advance, just as well as he. Therefore, be prepared to bring forward every point

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which will help to establish your qualifications for the job.

11. Why is it important for me to give careful consideration to the interviewer's interests, viewpoints, and desires?

Because he is the person whom you must satisfy if you hope to get a job. He undoubtedly has definite reasons for the interests he holds in the situation, for his viewpoints, and for the desires he possesses. If you are clever you will be on the alert to detect the interviewer's interests and desires, and flexibly fit your presentation accordingly.

Try to put yourself in his place and consider what it is that he desires to know about you and your qualifications. Answer as many of his questions as you can without making it necessary for him to ask them. Just consider what you would be interested in about an applicant if you were doing the hiring and some one else were making application.

If you will try to put yourself in his place and give thought to his viewpoints, it will help you a great deal in making the right kind of impression on the man who is interviewing you.

12. Why is it so important to be calm in the interview?

Nervousness, restlessness, anxiety, or agitation on the part of the applicant may give the interviewer several

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kinds of impressions which may be unfavorable to the job-seeker's interests. A nervous applicant frequently gives the interviewer the impression that he is not sure of himself or his qualifications for the job. The interviewer may also get the impression that the applicant is "bluffing."

An uneasy, nervous man is not in a position to do himself justice. Agitation on the part of the job-seeker is something which may be difficult for him to control but he must take hold of himself and by sheer will power be calm during the interview.

I have known interviewers who were unwilling to employ a man for a hazardous job if he showed any signs of nervousness, or was "jumpy" in the interview.

13. What should I do with my hands?

In the first place, you should be sure that your hands are in a presentable condition before you go into the interview. See that they are clean and that your finger nails are not "in mourning."

If you are nervous, keep your hands out of sight, because your fingers will betray your nervousness quicker than almost any other feature. If you are seated across the desk from the interviewer, do not tear up papers on his desk. Do not unbend all the paper clips in his tray. Do not play with a pencil or mark up papers that may be lying on his desk.

The best thing to do with your hands is to fold them on the desk before you or in your lap. Above all, do not

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use your hands to cover your face. The interviewer is bound to get a look at it sooner or later and, besides, a hand in front of your mouth during the interview does not increase the effectiveness of what you have to say.

14. How should I sit in my chair during the interview?

Sit erect and do not fidget about.

It makes a bad impression on the interviewer if the applicant slouches down in his chair. It is even worse if he props his knee up against the desk and starts to push it over into the lap of the interviewer. It is well to be calm and at ease during the interview, but this should not be carried to the point of giving the impression of laziness, slouchiness, or indifference.

15. How should I ask questions about the job under consideration?

Asking intelligent questions about a job is sometimes very helpful in giving the interviewer a realization that you are trained and experienced in the work. Questions can also be asked which are foolish questions and may give the opposite impression.

An applicant should be careful not to ask questions which will make him appear to be overly particular, finicky, or doubtful of his own ability to perform.

With these considerations in mind ask questions carefully. If in doubt as to the effect of a question upon the interviewer, it is better to leave it unasked.

16. What are the advantages of using leading questions to get the interviewer to talk?

Occasionally a skillfully put question will get the interviewer to talking in a way that gives a great deal of information that the applicant can use advantageously in presenting his own qualifications.

If, for example, you happen to know some of the manufacturing difficulties that are attendant upon a certain kind of work, the question concerning the prospective employer's handling of such difficulties may lead him into a description of what they are doing and how they are doing it. The alert applicant can frequently pick up ideas in this manner which will give him an opening to present his own particular qualifications to meet some of the conditions which exist in the employer's plant, or place of business.

17. When should the applicant be a "good listener"?

Whenever the interviewer appears to be much interested in what he himself is talking about.

We all like listeners—people who are willing to be interested in what we have to say. The interviewer is no exception to this rule. Not only does being a good listener help to strike a friendly chord in the interviewer, but it also gives the alert applicant opportunities to pick up ideas which he can turn to his advantage later in the interview.

So long as the prospective employer volunteers to talk, keep your ears open and be a good listener.

18. What things should I particularly avoid in the interview?

In the first place, avoid discussing your personal difficulties and troubles. The more difficulties and troubles we have had the more anxious we are to tell people about them. Have you ever noticed how many people you will tell about a toothache, if you have one? And probably there is nothing that other people are less interested in than our toothaches. Similarly, our other aches and pains and troubles and difficulties are more likely to bore than to interest others. This is particularly true in the case of a man interviewing a prospective employer.

Avoid grumbling and complaining. Above all things, do not give the impression that you are "sour on the world." The man with a cheerful disposition who minimizes his difficulties makes the best impression. The prospective employer would prefer an employee who is not hampered by all kinds of home and family problems. He wants a man who can come onto the job with a free mind, ready for the performance of his duties. If you give the impression in the interview that you are a grouch, he knows that you will be a grouch after you become his employee.

Be careful to avoid any misrepresentations in the interview. It is a common failing of job-seekers to magnify the length of experience they have had on various jobs. Meanwhile the interviewer is calculating in his

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mind and discovers that if the length of time the man has worked on each job is as represented he must have squeezed fifteen years' experience into a nine- or ten-year period.

Misrepresentation as to reasons why you have left previous jobs are likely to show up in the manner in which you tell these reasons. The shrewd interviewer can do a great deal of reading between the lines.

It is wise to avoid flagrant misrepresentation of your age. If you can tell the truth about the amount of your education, and the length of time you have spent on each job you have held, the interviewer can estimate your age very closely.

Do not digress, nor wander to subjects not pertinent to the real purpose of your interview.

19. Why must I be consistent throughout the interview?

If you are absolutely honest in presenting your story, there is little danger of inconsistency. If you attempt to be too clever in painting yourself to be the ideal person for the job in question, and then if the interviewer brings up another job of a different nature for consideration, he may be doing so only to see if you will inconsistently switch the emphasis of your qualifications to make yourself appear to be equally or better qualified for this totally different job.

Incidentally, this is one of the disadvantages of ap-

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plying for "anything," in the hopes that as soon as you get an inkling of what job may be open you can shape up your qualifications quickly to meet the requirements of that job.

Be careful, therefore, that you are consistent throughout the interview. Avoid self-contradictory statements.

20. Does "bluffing" a prospective employer pay?

Somewhere else I have said that the average man can make good on a job if he gets it. This would seem to indicate that any tactics may be proper in getting a job, just so long as you get the job. There is, however, a very definite limit to the extent to which this principle operates.

Every now and then we hear of a man who apparently bluffed his way into a job and was able to hold it. There is always the temptation for a job-seeker to misrepresent or bluff himself into a job. The people who get jobs that way are the rather rare exceptions to the rule. For every man who gets a job by bluff, dozens of men completely lose out by attempting to do so.

The odds are all against the man who attempts to get a job by bluffing. The experienced interviewer is an expert at seeing through such tactics. He has been bluffed too many times not to detect the bluffers. My advice, therefore, is to pin your reliance rather upon straightforward presentation of the facts about yourself—facts presented with full confidence in yourself.

21. Why is it so much easier to convince a person of your qualifications before he has openly expressed doubt as to certain of your qualifications?

Psychologically, we all resist reversals of our opinions. It is this instinctive attitude in people which makes them hate to "back down." Because of this human characteristic it is well for you to try to anticipate which of your qualifications the interviewer is most likely to doubt. Then frame your statements so as to convince the interviewer before he openly raises the question or expresses an opinion that you are not well qualified in some particular respect.

It may even be wise to state to the interviewer that he may feel that your qualifications in certain respects are not so strong as some of your other qualifications, and then go on to point out why this is not a handicap that cannot be overcome. Give reasons why it can be overcome. Meeting such an issue before the interviewer raises it helps your side of the case.

22. What simple principles of gentlemanly conduct should I not violate?

First, do not interrupt the interviewer. To do so is discourteous, rude and disrespectful. The prospective employer may be so offended by such disrespect that he is led to minimize your good points. Interruption of another person who is talking is a bad habit of many persons. If it is one of your bad habits, control the habit carefully in your employment interview.

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Second, show a real interest in what the interviewer has to say. If you do, it is natural for him to show a greater interest in your statements.

An interest in what the other person is saying is a form of flattery of the desirable sort. Haven't you noticed how you tend to warm up to the person who shows real interest in what you have to say?

Third, be careful to put into your conversation a respectful attitude. Avoid the use of crude expressions. Needless to say, do not indulge in profanity, even of the mildest sort. Although the interviewer may punctuate his side of the conversation with a few "cuss words," it does not follow that you are at liberty to follow suit.

Fourth, carefully avoid over-familiarity. The prospective employer may be one of those people who deliberately puts on a front of affability in order to "loosen you up" and get you to feeling at ease. Do not take advantage of this attitude on his part. Maintain a friendly, confident attitude, but do not go beyond the bounds of good taste and respect.

23. What kind of impression will the prospective employer get if I blame, knock, or complain about previous employers?

He will assume that if you become his employee you will be a knocker and a chronic kicker. He does not want that kind of an employee.

One would think that any man seeking a job would

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appreciate the fallacy of using such thoughtless tactics. The number of job-seekers who make this mistake, however, is surprisingly large.

Blaming and complaining about former employers is one of the most common explanations given by job-seekers for having left previous jobs. The interviewer will invariably jump to the conclusion that, regardless of the applicant's explanation, he lost the previous job because of his own shortcomings and not because of the shortcomings of the employer.

24. Why should I try to refer to the pleasant features of my past connections?

Referring to those features of previous jobs is certain to give the impression that you are a coöperative sort of person. It gives the interviewer the impression that your relationships on previous jobs were all pleasant and, that being the case, he is almost certain to conclude that you are the type of person who helps to promote pleasant relationships on the job. He wants co-operative employees. Your chances of employment will be improved, therefore, by brief references to pleasant experiences you have had with former employers.

Just figure out for yourself the impression that is made on an interviewer when the applicant makes some such remarks as, "I certainly enjoyed that job. The work was hard, but there was a bunch of fine people and we all worked together and got things done."

25. Is a plea based upon needy dependents the best foot to put forward in asking for a job?

It is proper that the job-seeker should at some time in the interview acquaint the prospective employer with the number of dependents he has. In fact, many employers have a preference for employees with dependents because such employees are likely to take their jobs more seriously and to discharge their duties more conscientiously.

It is a mistake, however, to make the major appeal for a job on the basis of needy dependents. This gives the employer the impression that the job-seeker is far less interested in what he can do for the employer than he is in merely taking care of himself. While the applicant's motive in desiring to support his dependents is commendable, he must realize that in attempting to get onto some one's payroll he is entering into a business deal in which both parties must profit.

Although the prospective employer may be sympathetic to the needs of a man with a number of dependents, many employers, rightly or wrongly, hesitate to take on an employee whom they may feel unduly obligated to retain because of his dependents, if he does not happen to make good on the job.

Let me remind you once more that the man who goes out aggressively to sell his services stands a better chance of getting the right job than the person who goes out pleading for some one to *give* him a job.

26. Why is it essential to have at my tongue's tip the dates of my previous jobs?

Every so often a job-seeker comes to me who cannot remember how old he was when he started to work, or at what dates he started and terminated the various jobs he has held. It is practically impossible not to get a low opinion of the intelligence of such a person. Often this apparent fogginess of memory is interpreted as an evasion or falsification of the applicant's experience record.

You may be certain, before you apply for a job, that the prospective employer will want to know the dates of employment on jobs you have held. Therefore, learn them forwards and backwards, and be able to give the information readily and with sureness.

27. How may I benefit by an employment interview, even though I do not get the job?

One thing is certain, every time you tell your service-selling story the practice helps you tell it better next time.

After you have had an interview, take the time to think through the interview step by step and see if you can put your finger on any points at which you did not do yourself justice. Improve your presentation at those weak points in your very next interview. Do not always accept the statement, "We have no opening now," as the true reason why you did not get the job.

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That may be the interviewer's way of "letting you down easy."

No matter what reason was given you, do some thinking for yourself. Use each interview as a means to improve your interviewing tactics and methods.

28. What is a good question to ask the prospective employer who has not given me a job?

Ask him, "Why haven't I impressed you sufficiently to give me a job?"

Or, ask him, "What suggestions can you give me as to how I might improve my way of handling myself in an interview so that if you had had a job available, I would have been most sure to get it?"

A good many interviewers may give you a noncommittal answer to such questions. Every so often, however, you will find a man who will be impressed, and very favorably impressed, by an applicant who has an intelligent interest in perfecting his service-selling methods and he is likely to take a real interest in you. It is often possible for a job-seeker to establish an excellent connection with an influential man in just this manner.

I recall having been so impressed by a job-seeker who put such a question to me that I kept his name right in front of me in the till of my desk until I found a job for him. Perhaps, more employers would be helpful if job-seekers appeared to be attacking their own problems more intelligently.

29. How should I take my departure at the end of the interview?

Do not linger on and waste the prospective employer's time. When the interview has come to its logical conclusion, get up and take your departure briskly as if you had other places to go. Even if you have not succeeded in getting the job, you should leave behind the best impression possible because you may want to follow up this employer as one of your future job prospects.

First impressions are important—so are last impressions.

CHAPTER VII

HOW CAN I OVERCOME COMMON DIFFICULTIES IN THE INTERVIEW?

1. How can I get by subordinates in order to see the right man?

If you have made proper preparation for the interview you will know the name of the right person to see and talk to about a job. Therefore, when you step in and are met by an information clerk, the doorman, or some other subordinate, your chances of seeing this man are enhanced by being able to say, "I have a matter to discuss with Mr. Jones. Would you please tell him that Mr. Smith is here to see him."

If you come in with some degree of self-assurance and can impress the information clerk with the idea that Mr. Jones will undoubtedly want to see you, it will improve your likelihood of getting to him without further interruption.

If the information clerk asks you what you want to see Mr. Jones about, you might reply: "I have a personal matter to discuss with him. I'm sure that Mr. Jones will see me if he knows I am here."

In this manner you may give the impression that Mr. Jones knows you and has some interest in you.

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If the information clerk still persists and asks you, "Do you want to see Mr. Jones about a job?" it is not proper for you to misrepresent yourself. In doing so you are likely to hurt your chances of getting a job if you do get to see Mr. Jones. You might reply to such a question as follows:

"I would like to discuss with Mr. Jones a line of work which I know will interest him because of the opportunity it will afford him to make a good investment for the company in retaining my services."

Under any circumstance be courteous and respectful to any subordinate who may stand between you and the person you desire to see.

Good personal appearance will help you to properly impress subordinates. This is another reason for looking your best when you go out seeking a job.

It helps to have a letter of introduction to the man you want to see. If you approach the information clerk with such a letter this is practically a sure means of getting to the right man.

If you have an acquaintance who knows the right man, and if he is willing to call and arrange an appointment for you, the statement that you have an appointment with Mr. Jones will get you by the information clerk.

Use your ingenuity to avoid the necessity of walking in "cold" on a prospective employer, because, with many men applying for work, he may have given instructions to the information clerk that he has no time

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to see job-seekers. Devising a way to get to see the right man is part of your job of preparing for the interview.

2. How can I make the best use of my time while waiting for my interview?

If you have to wait a few minutes before you can see the man you have come to interview, you can make very profitable use of those few minutes. The information clerk, or other employees who may be present, may drop some worth-while information if you engage them in conversation. Keep your ears and eyes open and observe anything which you may use to advantage in the interview.

If you happen to be waiting at some point where you can see the man whom you are going to interview through an open door, through a glass partition, or across the room, study him. Observe his mannerisms. If he is interviewing some one else, observe whether he does most of the talking or gives the applicant the chance to have his say without interruption. Watching him in action will give you a little more confidence, and helps you to make up your mind just how to meet him and deal with him.

3. If I am kept waiting for a long time before being interviewed, how should I react?

Maintain a cheerful attitude. Do not let the situation roil your disposition. If you lose patience you will be

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handicapping yourself when the time comes for you to make your good impression on the interviewer.

It may be exasperating to have to sit around for an hour or two before the prospective employer calls you in. You must not, however, allow your exasperation to affect your pleasantness. If you do, you alone are the loser.

4. If I have been a "rolling stone," how can I avoid my having changed jobs frequently create the wrong impression on the prospective employer?

Whether he says anything about it or not, you should take it for granted that he will wonder just why you have moved about from job to job so often. Therefore, it is best to anticipate his thoughts in this matter and make some statement about it yourself. You might say something like this:

"You will notice, Mr. Jones, that I have had experience on a good number of jobs. Sometimes an employer considers this a disadvantage because he thinks a man may not stay on the job if he hires him. In my case, however, I feel that I have been able to obtain a well-rounded-out experience in this manner and that I can prove myself a much more valuable employee for you as the result of this varied experience. Now, I have come to the point where I am determined to settle down and I'm anxious to get a job where I can stay permanently and make my background of experience a real asset to you as well as to myself."

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5. If the interviewer steers the discussion onto general conversation and away from immediate consideration of the job in question, what precautions should I take to avoid making mistakes?

A good interviewer will always, at some time during the interview, attempt to get the applicant to talking on general questions because he knows the applicant will inadvertently reveal a great many things about himself under such circumstances. An interviewer uses this device in order to draw out the applicant and to learn his viewpoints on questions which may not appear to have direct bearing upon the job. An applicant is very likely to "let down the bars" and talk too freely at such a time. Do not give the impression that you cannot express yourself, or that you are "dumb," but do choose your conversation cautiously.

If such a situation arises in an interview you should be careful to make your general conversation a credit to yourself. By the things you say during such general conversation, the prospective employer will judge your character, how you spend your spare time, your standards of honesty, your thoroughness, your attitude towards many things which have a bearing upon your value as an employee.

If you are skillful you can turn this part of the interview to distinct advantage to yourself. Seize upon this general conversation as the opportunity to get across to the interviewer the impression that you are a wholesome, healthy-minded, progressive, open-minded indi-

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vidual. At the same time, be on your guard that you do not give him the wrong impression and let him conclude that you are careless, irresponsible, or indifferent.

6. If there is a lull in the interview, how should I take advantage of it?

Use the opening without delay. Say that if you are selected for a job you will work hard to make sure that the employer will realize a profit on your services.

This is a point which you should make certain to establish very definitely at some time during the interview.

The prospective employer will appreciate the attitude of an applicant who realizes that the employer's interests are just as important as his own. It will help to convince him that you realize the responsibility of an employee to earn his pay and to perform a sufficient quantity of good work to make your wages a profitable investment. Too many applicants give the impression that all they are interested in is the job with which to support themselves, and they overlook the fact that any business man can only remain in business if he does so at a profit.

7. If the interviewer seems to have difficulty thinking of questions to ask me, beyond the regular questions as to age, past jobs, and education, what may this indicate?

It probably indicates that he is having a difficult

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time to form any definite impression of you. This should be your cue to volunteer information which may stimulate further questions—questions the answers to which will help you to make a favorable impression.

Perhaps you should use such an opportunity to ask the interviewer one or two questions which will steer the discussion onto some part of your own experience or training wherein your qualifications are particularly strong.

8. Should I try to take control of the interview away from the prospective employer?

If the interviewer seems to have a definite line of questions, or a well-defined plan for going through with the interview, the thing for you to do is to follow along with him. If you feel that the interviewer is travelling in a direction which is somewhat unfavorable to you, you can, by your answers, introduce ideas that will be to your advantage and which will tend to steer the interview in the direction of your strong points.

In using these tactics, however, be careful not to create the impression that you are evading your weak points. If the interviewer gets this impression he will become all the more persistent in putting questions to you to bring out your weak points. Remember, it is your weak points that the interviewer is trying to discover. He wants to avoid the mistake of putting a man on his payroll who may not make good.

9. What are some of the questions to which the interviewer will seek an answer, but which he will not ask me outright?

As you sit before the prospective employer, his mind will be full of questions, the correct answers to which he wants, but knows he cannot expect to have answered by you in so many words. Following are some of the typical questions which the interviewer will not ask you directly, but upon which your chances of getting a job largely depend:

1. I wonder if this is an industrious man?
2. Will he make a loyal employee?
3. Is he alert?
4. Is he an open-minded sort of person?
5. Is he observing?
6. Does he have initiative?
7. Is he the kind who will talk too much?
8. Has he capacity to learn?
9. Will he be able to grow and advance in our organization?
10. Is he enthusiastic?
11. Has he got good common sense?
12. Does he really know his own mind?
13. Will he be a good team worker?
14. How will he fit in with our people?
15. Is he honest and trustworthy?
16. Will he be a safe worker?

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17. Did he really leave that last job of his own accord, as he states, or was he fired?
18. Is he stubborn?
19. Will he stick if I give him a job?
20. Will he do his work thoroughly?
21. Will he take pride in good workmanship?
22. Will he take a real interest in our work?
23. Has he physical defects that are not apparent to the eye?

These are the kinds of questions the interviewer will be trying to settle in his own mind. They are questions which you certainly will want answered to his satisfaction. Since he does not ask you these questions directly, you cannot answer them directly. Therefore, you must, in your conversation and in your answers to questions he does ask, say things which will enable him to decide how you will measure up to such questions.

In preparing for your interview you should run over such questions as these and have them well in mind so that you will not overlook answering them indirectly in the course of the interview.

10. If the interviewer seems unnecessarily inquisitive, or appears to doubt my statements, what should be my reaction?

Avoid all appearance of annoyance. Maintain a strictly courteous and pleasant attitude. If he appears to doubt you, it is probably your own fault. Evidently

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you have not given him the right impression. Something about your statements fails to ring true.

If he appears to be inquisitive, remember that he has a right to be inquisitive about you, your experience, your qualifications, and other points which have a bearing upon your value as an employee. Your statements must be clear, complete, concise, and consistent so that you do not excite the suspicions of the interviewer.

11. What should be my attitude when I am treated gruffly and discourteously?

Provided this treatment does not make you decide that you do not want a job where people are treated in this fashion, you should remain unruffled and respectful. If gentlemanly conduct on your part does not bring from the interviewer a similar attitude, then you should perhaps be thankful that you do not get the job.

Sometimes an interviewer acts gruffly with a purpose. It may be his way of trying out the applicant's self-control. He may want to see how flexible you can be in the face of trying situations.

You have everything to gain and nothing to lose by courteous and gentlemanly conduct, no matter what may be the treatment accorded you by the interviewer.

12. How shall I answer the question, "Why don't you go back to the place you worked before and get a job?"

Tell the truth.

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The interviewer may know the reason before he asks you and is just curious to see how you will answer the question. He may know that the company where you worked previously is operating on a much reduced basis.

If there is some good reason why you do not want to go back to work for your previous employer, state your reasons but be very careful not to speak with bitterness or harshness about your previous employer, even though you may feel justified in doing so. Do not knock, complain, or criticize past employers, because to do so may give the impression that you are a chronic kicker.

13. What may happen if I become argumentative in the interview?

You will probably lose any chance you may have had of getting a job. The interviewer will immediately set you down as a "back-talker."

Even though the interviewer may make a statement which you know is incorrect, and even though you know that you can prove that he is wrong, there is little to be gained by proceeding to do so. You might win the argument, but you are almost certain to lose the job.

The interviewer may deliberately try to lead you into an argument, or he may make a misstatement purposely just to see if you know better, and if you do know better, how you will handle yourself. Therefore, you should make your replies tactfully. Avoid flat contradiction. You might make some such statement as, "I am a little

...rised, Mr. Jones, at what you have just said, because in my own particular experience it has appeared to me that such and such was the case."

14. What are the dangers of talking too much?

If you talk too much you will place yourself at a distinct disadvantage. You will give the prospective employer too many opportunities to judge your weak points. You are almost certain to show up certain shortcomings. You will make a much better impression if you make your statements concise and to the point. Say enough to indicate that you are well qualified and that you know what you are talking about.

The skillful interviewer will sit back and let a too-talkative person talk himself right out of a job. There is a temptation, sometimes, to talk too much, particularly if one is over-anxious to impress his knowledge upon the listener. Talkative people seldom make a good impression in an employment interview.

15. How should I handle myself in a situation where more than one man interviews me at a time?

In such a situation you will be at a psychological disadvantage. Subconsciously you will feel that disadvantage which one man feels when pitted against two. Just realize that the disadvantage is more imaginary than real.

When being interviewed by two persons at the same time, try to divide your attention evenly between them.

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This is particularly true if you are not certain which one of the two is going to have most authority in deciding whether you will get a job. You are likely to impress your personality on the one to whom you direct most of your conversation. The person whom you leave out of your consideration may, consequently, rate you much lower than the person to whom you direct your attention. You cannot afford to take such a chance.

If you are being interviewed by two men, make sure what position each holds as early as you can in the interview. This will help you to decide how you should distribute your attention between them. If you conclude that one of the men is the person who will eventually decide on your case, concentrate on him. Do not concentrate, however, to the complete exclusion of the other. Both of them need to be sold. Otherwise they would not both be interviewing you.

16. If, after being interviewed by one man, I am passed along to interview a second man, how should I conduct myself in this second interview?

Be careful that you do not "let down" when you come to your second interview. Proceed, just as aggressively as in the first interview, to present your case completely, convincingly, and favorably. You should take courage when you come to the second interview, because it is evident by that time that you are being seriously considered for a job. Apparently you have made a good impression on the first interviewer or he

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would not have sent you to the second. This should stimulate you to do your best.

Do not let it over-stimulate you, however. Do not become too talkative in the second interview. Play your cards just as you did in the first interview, because it is evident that your tactics there were successful.

In the second interview adjust yourself, your statements, and your tactics to the position and personality of the second person. Give consideration to his function in the organization. Consider what particular part of your experience may impress him most, by reason of his position, and state your case accordingly.

17. Why should I avoid, if possible, facing a strong light during an interview?

Facing a strong light will put you at a psychological disadvantage. If the interviewing place is so arranged that the interviewer has his back to the light and you face the light, it is difficult for you to see his eyes. Subconsciously you are made uneasy by this situation, and perhaps you do not realize just why.

Some interviewers deliberately arrange their offices in order to put the applicant at a slight disadvantage.

A boxer does not watch his opponent's fists—he watches his eyes. A strong light shining full in your face will make you uncomfortable and fidgety. This is particularly true in an interview situation when you are making a special effort to be calm and natural.

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- 18. If I have some impediment in speech, physical handicap, or look older or younger than my age, how can I prevent this from causing the prospective employer to misjudge me for the job for which I am applying?**

Instead of sitting through the interview and wondering what the interviewer thinks about your impediment, it is better for you to bring the subject up yourself, particularly if the impediment has little bearing upon your ability to do the job you are seeking.

I recall the instance of a slightly tongue-tied applicant for a copy-writing job in an advertising agency who, at the outset of the interview, humorously passed the remark, "Fortunately, Mr. Jones, I don't write my advertisements with my tongue, so my impediment in speech won't cramp my style."

If you realize that you look older than your age, and if it is to your advantage in the situation to establish the fact that you are not so old as you look, do not hesitate to remark that while you may appear to be older, your age is actually a certain number of years. Even then the interviewer may suspect that you are trying to establish your age as being less than it really is. I have known applicants who carry a copy of their birth certificate with them.

The point is that it is better for you to bring up the subject of an impediment or physical handicap and have that factor cleared up early in the discussion rather than to let it hang over you throughout the entire in-

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interview and handicap you in your best efforts to sell your services.

19. How should I answer the question "how much pay do you expect?"

In answering this question you will not want to hamper yourself by asking too much or too little. If you ask too much you may be no longer considered for the job. If you ask too little, the prospective employer may under-estimate your actual worth and ability.

Perhaps it would be better to reply as follows:

"I am more interested in the opportunity to prove my ability and value to you, Mr. Jones, than I am in the question of my starting pay. Because I am confident that I can prove my worth to you, I am willing to start at whatever pay you feel is fair, with the understanding that you will pay me what I am actually worth as soon as you have had the opportunity to judge my value to you."

However you feel you should answer the question, under the circumstances, be sure that you make your statement in such a way as to indicate that you are confident that you will prove a good investment for the employer at any rate of pay he deems fair.

20. What can I do to enhance my chances of getting a favorable decision at the end of the first interview?

The test of good salesmanship is to "get the cus-

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tomers' name on the dotted line." You, too, should attempt to reach the point in the first interview where the prospective employer is ready to offer you the job. In the case of selling your services, however, it will not do to try to put quite the same high-pressure salesmanship on "closing the deal" as the salesman of commodities may exert.

If there is definitely a job open for which you are being considered, it is proper, as you reach the close of the interview, to state that you hope you have demonstrated your ability to fill the job successfully and that you are ready to start work whenever the employer desires. Show by your attitude that you are highly desirous of "getting into the harness" and setting out to get results. Show some enthusiasm for the work. Make the interviewer realize that you are sincerely interested in the job, and that it will absorb your full attention and best efforts.

If the prospective employer states that he has other applicants to consider, there is nothing for you to do but accede to his desires in that respect. Before leaving, however, try to make some appointment to see him again before he really decides on a man. In the meantime you will have an opportunity to prepare yourself for a second interview, at which time you can be ready to bring forth additional reasons why you are the man for the job.

21. What impression will I make if I linger and take up the prospective employer's time unnecessarily?

Such tactics on your part will not make a good impression. When you sense that the interview has accomplished all that it can, the time has come for you to take your departure. The interviewer will rate you as a much more intelligent person if you have the good sense to appreciate that his time is valuable and that you should not waste it.

22. How do you expect me to remember all of these "do" and "don'ts" when I get into the heat of an interview?

If your preparation for the interview has been thorough and if you have thought out the statement of your case carefully in advance, you will do yourself justice.

The writing out of your experience record and qualification sheet should be the key to your conduct of your side of the employment interview. If you present a copy of it to the interviewer, it is very likely that the interview will automatically tend to follow the outline of your qualifications and experience as set forth on your experience record sheet.

Another device sometimes used successfully by job-seekers is to have a few notes written out to which they can refer inconspicuously during the course of the interview to make sure that they cover all points which they want to be sure to present.

CHAPTER VIII

HOW SHOULD I FOLLOW UP MY JOB PROSPECTS?

1. How can I pave the way to follow up a prospective employer?

Just as you are leaving, at the end of an interview with a prospective employer, inquire tactfully if it will be convenient for him to see you again on a certain day. It will be to your advantage to make a fairly definite appointment, if possible, to call back on him at a specified time.

This suggestion applies, of course, to a situation in which there is a job open for which you are under consideration. The prospective employer has probably informed you that he has other candidates to consider before he will come to a final decision.

If the situation is one in which there is no definite job open, then you should suggest that you would like his permission to get in touch with him from time to time because his company is one in which you are very much interested and with which you would be highly pleased to make a connection.

Suggest that you will be very considerate of his time.

2. Why may it help my chances to get a job to tell the prospective employer when I will call back?

There is the possibility that if a job comes open in the meantime he may not fill it until you call back. Furthermore, there is greater likelihood that he will remember you if at the time of your interview you fix in his mind the idea that he will see you again. If he bids you good-by with the idea that he has seen you for the last time, it is natural that you will pass out of his mind the more quickly and completely.

If you do state when you will see him again, be certain that you keep your word. If something interferes with your calling back at the specified time, take the trouble to call him on the telephone, or drop him a line, stating why you are unable to come at the time you said you would, and suggesting a time at which you will call on him. The fact that you call him and tell him you will be unable to keep the appointment will create the impression that you are certainly a person of your word and one who is not careless about appointments and promises.

3. What should I be sure to do after an interview?

After an interview—not later than some time the same day—make necessary notes on the interview. In fact, it is a good idea to take out your prospect card at the time you tell the prospective employer when you expect to call back, and jot down the date in his pres-

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ence. This will give him an opportunity to observe that you are systematic and business-like.

In making notes after an interview, jot down points which you may have overlooked during the interview, so that you will be sure to bring them up the next time you see the man. Include in your notes, also, any points which your observation during the interview has indicated will be helpful in following up the prospect.

Making these brief notes will be helpful to you in your follow-up work, particularly if you are as busy calling on prospective employers as you should be. After calling on fifteen or twenty persons you will find that your recollection of just what transpired in each case will become hazy unless you have some reminder jotted down. Here again I advise you to follow the effective tactics of a successful salesman.

4. If I fail to get the job, what consideration should I give to the possible reasons why the prospective employer turned me down?

Review in your mind the events of the interview. Consider what things you may have said or done which may have influenced the employer unfavorably. If you realize that you created the wrong impression in certain ways, it is up to you to change that impression the next time you call back.

Do not be misled by reasons he may have given you for not employing you. An employer does not like to turn a man down who is applying for a job. It is much

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more pleasant to be able to give a man a job. It is the usual thing to try to "let an unchosen applicant down easy." The prospective employer may tell you that he is sorry, but there are no jobs open.

If you accept that reason too readily, you will not be likely to analyze with sufficient care the possible mistakes and shortcomings of your own tactics during the interview. Just assume that there was a job there, but for some shortcoming of your own you failed to impress the prospective employer sufficiently to win the job. If you will look back upon each interview in that frame of mind, you will rapidly improve your interviewing skill.

5. How can I effectively check up the mistakes I may have made during an interview?

Just ask yourself the following questions after the interview:

1. Did I enter the presence of the prospective employer with sufficient poise and self-confidence?
2. Was my personal appearance at its best?
3. Was my attitude thoroughly respectful throughout the entire interview?
4. Did I evade, or appear to evade, any of his questions?
5. Did I make sure to get my complete story across to the interviewer?
6. Did I make certain to clear up any doubts which

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he may have appeared to have regarding any of my qualifications?

7. Did I fail to state what specific jobs I was qualified to do well?
8. Was I thoughtful and considerate in not taking up more of the interviewer's time than necessary?
9. Did I give him definite reasons why I was particularly interested in a connection with his company?
10. Did I tell a consistent story?
11. Did I put major emphasis upon my strong points?
12. Did I maintain the aggressive attitude of a salesman, with something worth while to sell, throughout the interview?

If you will face these questions honestly in your own mind, and do not give yourself the benefit of the doubt in answering any of them, the weak points of your presentation of your case will certainly show up. Then it is up to you to correct these mistakes in your next interview. Every interview, whether successful or unsuccessful, can prove of benefit to you if you will conscientiously give yourself such a self-examination after each experience.

6. Why ask myself "Did I make the most of the time allotted to me during the interview?"

When you start an interview with a prospective employer, you must quickly size up the situation and determine whether the employer appears to be extremely

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busy or in the mood to give you a fair amount of time. If he appears to be rushed and anxious to get rid of you, plan to confine your presentation to the briefest time possible. The better you have planned your presentation the more capable you will be of picking out the important points and putting them across in a short time.

If it appears that you are to be hurried, the use of your experience record and qualification sheet may be effective. The busy employer can read this over in a few minutes, get a bird's-eye view of your experience, and then ask you additional questions to satisfy himself completely as to your qualifications.

If you judge that you are to have the opportunity for an unhurried interview, then you can go into the statement of your case in more detail to build up a favorable impression.

It is important to consider how well you have used your allotted time in an interview, because in following up the prospect you may want to make it a point to elaborate upon some of your qualifications which were not sufficiently considered in the first interview.

7. How can I determine whether I made my profit-making qualities sufficiently apparent?

Put yourself in the place of the prospective employer and honestly face the question in his mind, "If I hire this man is he likely to prove the most profitable employee whom I could select for the job in question?"

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You must never overlook the fact that when an employer goes into the market to select an employee he is going to invest money in wages. The quality of services which he gets in return for those wages will determine whether the money is well or poorly invested.

You can judge with fair accuracy whether you did a good job in impressing your profit-making qualities upon the prospective employer. If there is any doubt in your mind, the chances are that you also left doubt in the mind of the man you interviewed.

8. How can I be sure to follow up a prospect most effectively?

Study him carefully throughout the interview. Try to judge whether he is the type of person whom you can press closely in your follow-up campaign. Decide whether he is a person who will become impatient if you are too persistent.

There is no general rule that can be laid down as to the exact manner in which all prospects should be followed up. You must be the judge as to the tactics to be applied in each individual case.

Do not be too easily discouraged by the finality with which an employer may close your first interview. The person who makes you feel that there is no hope for your getting a job may be the very one who will finally be impressed by your determination and persistence, provided you persist tactfully.

In a period when jobs are scarce, your chances of

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happening in just when there is a vacancy are limited. Your success in getting a job, therefore, will depend largely upon following up as many job prospects as possible. Your success will depend upon keeping a large number of possible employers reminded of your availability.

If you do not take the initiative in this reminding process, you are certain to be forgotten. An application which lies in an employer's file more than two weeks without any follow-up is almost certain to get "cold." You must not assume that simply because your application is on file it will be considered when a vacancy does occur. Your application not only must be on file, but it must be kept "warm" by a systematic follow-up plan.

9. What kind of a follow-up letter should I write after an interview?

That depends upon the interview.

If the interview was complete, unhurried, and satisfactory, a short, courteous letter thanking the interviewer for his attention and for his consideration of your case will be appropriate. In such a situation you might write such a letter as the following:

Mr. Henry Jones, General Manager,
National Hardware Corporation,
Joliet, Illinois.

Dear Mr. Jones:

I would like to express my appreciation for the consideration you gave me in our interview this afternoon.

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I know that I would find deep satisfaction in the work of your purchasing department. If the opportunity is afforded me to work as an assistant to your purchasing agent, I will do my very best to make my services a profitable investment for your company.

Respectfully yours,

GEORGE BROWN.

112 Prospect Street,
Telephone: Joliet 4084

If the interview has been a hurried one, or if you have overlooked some point in the interview, you might include in your follow-up letter a brief statement of the idea which you omitted in the interview. Following is an example of a follow-up letter, including a new idea not brought out in the interview:

Mr. Henry Jones, General Manager,
National Hardware Corporation,
Joliet, Illinois.

Dear Mr. Jones:

I would like to express my appreciation for the consideration you gave me in our interview this afternoon.

I think you may be interested in a point not brought out in our discussion. In my work with the International Harvester Company I had charge of the small-tools perpetual inventory system of the tractor plant. This included a complete record of all small tools on hand, the control of all small tools out on tool checks, and the requisitioning of small-tool supplies. These functions were performed under the supervision of the purchasing department and gave me a thorough insight into relationships

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between the factory and purchasing department. This experience would, I feel, be a distinct asset in handling the job about which you spoke.

I know that I would find deep satisfaction in the work of your purchasing department. If the opportunity is afforded me to work as an assistant to your purchasing agent, I will do my very best to make my services a profitable investment for your company.

Respectfully yours,

GEORGE BROWN.

112 Prospect Street,
Telephone: Joliet 4084

You will almost invariably think of certain things afterwards which you should have said in the interview. Your follow-up letter furnishes an ideal vehicle for conveying these ideas to the prospective employer. Consider the situation carefully and use your follow-up letter to plug up any loopholes you have left open in the presentation of your case.

10. Why should I write my follow-up letter as promptly as possible?

In the first place it may give you an opportunity to change a possible unfavorable attitude on the part of the prospective employer before he employs some one else. If there is any doubt in his mind as to your qualifications after the interview, you should hasten to remove those doubts as quickly as possible. Furthermore, if you have omitted some important part from your state-

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ment of your qualifications, it is essential that the omission be corrected at once.

The receipt of a prompt follow-up letter will help to impress the prospective employer with your business-like habits. He will realize that you are a "live wire." He will be more convinced than ever that you are intensely interested in joining his organization.

There is a further advantage in a prompt follow-up letter in that it arrives while the recollection of the interview is still fresh in the mind of the prospective employer. The more quickly you can place him in complete possession of all the information regarding your qualifications the better your chances for getting the job.

Even though there is no definite job in prospect, a prompt follow-up letter will convey the impression that you really appreciate the consideration shown you, even though you were given no assurance of a job. The follow-up letter is just one more means of imbedding yourself in the prospective employer's consciousness. Repetition is an effective method of registering an idea. Make use of this principle in your follow-up job prospects.

11. Should I use a penny post-card as a follow-up reminder?

Your written follow-up after the interview should be in the form of a letter. A penny post-card does not make a good impression on the prospective employer.

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Inside employees may read a post-card and put obstacles in the way of your getting the job. They may have friends whom they would like to help get a job. You might send out a second follow-up letter to each of your better prospects not later than a week after your first follow-up letter. The message in such a letter should be brief, consisting of not more than one or two sentences. You might say something like this:

"I am still available for service with your firm. I would appreciate your consideration when a position for a man of my qualifications—as outlined in my application filed with you on June 15th—is available."

Be sure your name is written legibly and that your address and telephone number are noted in the letter.

After calling back on the prospect for a second personal interview, you may consider it worth while to follow up the second interview after an interval of a week with another brief and appropriate written reminder.

12. How soon should I call back after the first interview?

This is a matter to be determined on the basis of the situation which developed in your first interview. The prospective employer may give you some idea as to when a job may be available. You will want to call back in advance of that date.

The possibility of an opening may be very indefinite at the time of your first interview. In that event, your

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second interview might well be timed to take place after ten days or two weeks have elapsed. The time of your calling back may also be determined by the statement you made in your first interview as to when you would like to see the interviewer again.

Do not make the mistake of postponing your second interview too long. The purpose of your follow-up campaign should be to register yourself and your qualifications in the mind of the prospective employer at sufficiently frequent intervals so that he has no opportunity to forget you. Your reminders to him of your availability should be frequent enough to impress him with the idea that you are serious in your intentions.

13. Should I wait for the interviewer to call me back?

As a rule, you should not wait for the prospective employer to take the initiative. Of course, you should be guided by any definite arrangements you may make with him about coming back for another interview. In the absence of any arrangement to the contrary, you should take the initiative in calling back upon him as soon and as frequently as the situation warrants.

Too many applicants accept as final the statement of the prospective employer, "I will let you know when we have an opening for you." He may be perfectly sincere in his intentions to do that very thing. Or that may be his quick and easy way to terminate the interview.

Even though he may feel that you are the kind of

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person he would like to employ when a vacancy occurs, many other applicants may appear before him in the meantime, and the memory of you and your qualifications becomes more dim with each passing day. Make up your own mind, therefore, to take the initiative yourself. When you think the opportune time has come to call back, do so without waiting to be sent for. If you wait, some more recent applicant will almost surely have "the inside track."

14. How should I conduct my side of the second interview?

You should be governed by the same principles of good interviewing that you followed in your first interview. Of course, you should profit by the experience of your first interview with a certain prospective employer so that your second interview can be an improvement upon your first. The mistakes of your first interview, if any have been committed, should be corrected in your second interview. If these mistakes have been glaring, this is reason for bringing about a second interview as soon as possible.

In your second interview you have the advantage of having had an opportunity to size up the interviewer and can plan your second interview more intelligently.

15. What possible pitfalls should I avoid in a second interview?

It has been my observation that job-seekers are in-

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clined to be a bit careless in second interviews. There is more danger of talking too much, probably due to the fact that they feel more at ease now that the interviewer is not a complete stranger to them.

Be careful not to "let down" in your second interview. Make certain that your statements are consistent with the things you have said when you met the prospective employer the first time. Do not let the fact that you have met him before permit you to become too familiar on your second visit.

Because job-seekers usually act differently in a second interview, it is the practice of many interviewers not to employ a person for a position of any importance until they have interviewed him the second time, and possibly a third time. Be on your guard, therefore, when you come back for your second interview. Make a determined effort to make the second impression better than the first.

16. In calling back on a prospective employer, what principle should I always observe?

Always try to have an added idea to present as a justification for coming back. Just as the introduction of new evidence may be required in the retrial of a case in court, so should you be prepared to bring to bear upon your application some new reasons to convince the prospective employer that your employment would be profitable to him.

17. How may it help my chances for a job if I call back at regular intervals and at a certain time of the day?

I have personally hired scores of men on the basis of their persistence in coming back every day until they got a job. I have seen men applying for factory jobs who came to the employment waiting-room carrying their lunches with them, and "camping" right there day after day until the job came open for them.

These may be extreme cases, and usually a job-seeker should not employ such tactics unless he is in a locality where there are very few factories or business places. Unless the job-seeker happens to pick the most likely place for employment he would waste a great deal of time in this manner which he might otherwise spend to good advantage making frequent calls at many places of business.

There is distinct advantage in calling back at regular intervals and at a certain time of day when seeking certain kinds of jobs. The employer gets to expecting the job-seeker and may hold a job for him.

18. How can I be persistent without becoming a pest?

This is where the job-seeker has need for the greatest of tact. Each individual case will need to be handled according to the circumstances. In all cases, however, there are several principles to follow.

In calling back or making repeated contacts with a job prospect, be exceedingly careful *not to waste his*

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time. If he realizes that every time you arrive, half an hour will be wasted, he will soon be refusing to see you. On the other hand, if your contacts with him are brief and considerately timed, his impression is more likely to be that you are a determined person and would probably make the kind of employee who would follow through to a finish anything you started.

Another way to keep from being a pest is to be pleasant and cheerful in your follow-up contacts with the prospective employer. If he hears a tale of woe from you every time he sees you, he will soon tire of that. Just because you happen to discover a person who appears to be sympathetic or willing to hear your hard-luck story, do not "ride the willing horse to death."

Do not give the prospective employer the feeling that you think he is under some obligation to give you a job. Throughout your entire follow-up campaign maintain the attitude that his is just the company that you would take pride in joining and that you would certainly make your services profitable to the company.

19. Why is it essential for me to get the full name of every person whom I interview for a job?

This is necessary in order to make your follow-up more personal. This does not mean that you should try to become too familiar. You will need his full name in addressing any mail to him.

It makes a bad impression if a person calls back and

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is not sure of the name of the man whom he saw the last time.

20. Why are "high-pressure" tactics, when following up a prospective employer, likely to do harm to my job-getting chances?

In the first place, high-pressure tactics in selling your services will almost surely wear out your welcome before the desired job is available. Personal services must be sold entirely upon the basis of their merits. Unless you can make your desirable qualifications stand out, you will fail to get the job. Trying to put pressure on the employer will almost certainly antagonize him.

We are all acquainted with the tactics of the high-pressure salesman who practically pushes us, against our will, into the purchase of the product he is selling. We buy from him even while we are saying to ourselves that we really do not want what he has to sell. The attempt to use such tactics in selling your services can only end in failure. You must make your services appear so valuable that the prospective employer will really want to employ you.

21. How may I make use of a friend's help in following up a job prospect whom I have already interviewed?

Here is a place to sound a word of caution. If you have a number of friends go out of their way to get in

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touch with an employer whom you have interviewed, he may resent their interference. This is especially true if it becomes self-evident that you are directing a barrage of telephone calls, personal calls, and letters at him from a half-dozen different people.

I have unpleasant recollections of a number of otherwise capable men who spoiled their chances of getting jobs because, after being told that there was no position available at the time, they went out and incited a number of their friends to call up and put in an enthusiastic word for them.

The prospective employer feels that his own judgment is the thing to guide him in selecting an employee. He is not likely to resent the intervention of one of your friends in introducing you to him. After he has seen you and had an opportunity to size you up himself, however, he resents having a lot of other people come along and tell him how good you are.

If you expect to have some of your friends indorse your application for a job, it is better to give their names to the prospective employer with the suggestion that they know your record and can speak from personal observation of your qualifications. The prospective employer knows that these people will undoubtedly say a good word for you and so he may not bother to get in touch with them. Even though he does not, the character of your references, if they are known to him, will help to give your case some prestige.

22. Why should I provide some ready and easy manner by which a prospective employer can communicate with me?

Many a man has lost a job simply because the prospective employer had no convenient way to communicate with him on short notice. Consequently, some other applicant who happened to walk in got the job.

If possible, give the prospective employer a telephone number. If you do not happen to have a phone yourself, it would be well to have an arrangement with some neighbor who will receive a phone call for you. Then keep that person informed as to your whereabouts.

If you change your address, be certain to notify the prospective employer. Use this as a reason for calling back on him, and at the same time take the opportunity to sell him a little further on your qualifications.

23. Briefly, what are the essentials for success in my job follow-up campaign?

Tactful persistence.

Be systematic and thorough in keeping all likely prospective employers cultivated.

Keep your prospects constantly conscious that you have qualifications which will make your services a profitable investment.

CHAPTER IX

WHEN AND HOW CAN I MAKE EFFECTIVE USE OF LETTERS?

1. In my job-seeking campaign, when should I use a letter of application?

As a general rule, a letter of application should not be used if it is possible for you to present yourself and make application in a personal interview.

Prospective employers located in the area accessible to your place of residence should be contacted, if possible, personally.

In exceptional cases where you have had difficulty in getting in to see the right man, a properly written letter will probably secure an interview for you. Another exception to the rule that applications should be made in person occurs in those instances where you desire to make a contact with a distant company.

Letters of application should be used, of course, in answering advertisements where the request is made that replies be made by letter. In fact, there is no other way than by letter to answer a "blind ad."

At best, a letter of application is only your "representative," and it is usually better to go in person than to send a representative when a job is at stake.

2. Does the kind of job I am looking for have anything to do with the practical usefulness of letters?

The usefulness of a letter is chiefly dependent upon the ability of the writer to compose a good letter—a letter that will attract attention, stimulate interest, and carry conviction. Men looking for ordinary jobs in the lower ranks of business and industry are not usually expert letter-writers. Consequently, they should not trust their job chances to a letter, but should present themselves personally.

Men applying for higher positions are expected to be capable of expressing themselves effectively in a letter. Consequently, in seeking such positions, letters become more useful and important. A man seeking a position, the duties of which require effective writing, can probably use no better method of impressing upon a prospective employer his ability to express himself in the written word than by writing an effective letter.

If a man is applying for a job for which the prerequisites are chiefly mechanical skill, trade ability, or technical knowledge, a letter of application may do him a grave injustice. The prospective employer of men on such jobs is more interested in seeing the applicant, in sizing up his physique, and in judging those qualifications which can only be properly judged by seeing and talking with the job-seeker.

In deciding whether to write a letter of application, carefully judge the appropriateness of presenting your qualifications in that manner. Consider the prospective

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employer's viewpoint and decide whether he will be able to form the correct impression of you on the basis of any letter you might write.

3. In what way does any letter I may write virtually become my "personal representative"?

The prospective employer judges you by the kind of letter you write. A letter makes a good, bad, or indifferent impression by its appearance, its composition, and its tidiness, just as an individual does when he appears personally. In this respect your letter is your personal representative.

You will want to be represented effectively and favorably. Therefore a letter should be written with the picture in mind of the receiver opening up your letter, reading it, and forming his opinion of you.

4. What should my letter of application contain?

Your letter of application should briefly summarize the contents of your experience record and qualification sheet, which you have already carefully drawn up. Your experience and qualifications are the prime essential of the application letter's content. Brevity is important.

The first paragraph of your letter is important and may "make or break" the effectiveness of the letter. Do not make the mistake in your opening paragraph of trying to say something too "catchy," smart, or spectacular.

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It should carry a ring of sincerity. Do not start out by saying, "I am writing to apply for a job." Start right in with some such statement as, "A study of your company, its product, its method of doing business, and its reputation has convinced me that it is the kind of a concern with which I would like to associate myself."

This introductory paragraph should be followed by a second paragraph which states, in a sentence or two, the kind of work you are qualified to do and at which you would prove a profitable investment to the company. Back up this second paragraph with a third paragraph which outlines your education, training, and experience and includes a statement of your age and marital status.

The last paragraph of the letter should suggest a personal interview. An effective way to make this suggestion is to put it in the form of some such question as follows:

"Will it be convenient for you to have me discuss my qualifications with you personally next Thursday afternoon, or at some other time which you may suggest?"

A direct question has the psychological effect of impelling a reply. It calls for some action.

5. What ideas should I be sure to put in the application letter?

Be sure to include in the letter the idea that your em-

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ployment will benefit the employer in some special or tangible way. The prospective employer who receives the letter will appreciate the fact that you recognize that an employment contract must benefit both parties. Too many letters of application give the impression that the applicant is thinking only of a job from which he will derive benefit.

You must remember that the employer has a line on more people for routine work than he has jobs. In some way, therefore, your letter must tend to take you out of the class of all of those job-seekers who just want a job. In times of job scarcity most companies have a number of former employees whom they would normally consider first. This only means that, in order to get a hearing of your case, you must prove that your services will be of exceptional value to the employer.

6. What should I be sure to leave out of an application letter?

Leave out discussion of your troubles. Omit any statements which indicate a "grouch" on your part. A letter of application should include nothing of an argumentative nature. Do not complain or reveal a "picked on" attitude. Do not refer to any physical infirmities or illness. As a matter of fact, it is superfluous to make any statement to the effect that you are in good health. The reader will assume that you are healthy if you say nothing about it.

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A prospective employer is often more influenced by the things you should have left out of a letter than he is by some of the constructive statements you have included. Therefore, when you have written a letter, go over it carefully to make sure that you have not included any of these things which might have a negative influence upon the reader. Remember, he is receiving this letter from a stranger whom he presumably has never seen.

Your purpose in writing the letter is to interest him sufficiently in your qualifications to be willing to give you the opportunity to present yourself personally for his further examination. Forget yourself, and try to write the letter from the point of view of the prospect. Think of the things which would be most likely to impress *him* favorably.

7. What rules should I follow in writing a letter of application?

In addition to the suggestions already made as to what the contents of the letter should be, there are certain rules as to the physical appearance and form of the letter. Select paper which is appropriate. If possible, your letter should be written on standard eight and one-half by eleven inch business stationery. The better the quality of the paper the better first impression your "representative" will make.

If possible the letter should be neatly typed. This is

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particularly true if you do not write a good legible hand. The letter, if typewritten, should be written with a machine that does neat work, with a fresh ribbon, clean type, and letters that are in proper alignment.

If you send a longhand written letter be sure that it is written in ink. Use a pen that writes evenly and clearly. Do not send the letter out with any blots or ink smears on it.

The letter will make a better appearance if it is written on paper without lines. However, if you have difficulty in writing without lines, put a sheet of lined paper underneath and follow the lines that show through the paper. Do not rule lines on the paper on which the letter is written.

Keep an even margin down the left side of the page. Indent paragraphs. Do not write too closely to the top and bottom of the page.

Make certain that your name is written legibly. A surprisingly large number of letters of application are never considered simply because the writer was careless in signing his name and the reader lost interest in trying to decipher it.

Be sure to date the letter and inscribe your address. It is not sufficient merely to put your address on the envelope, because when the envelope is destroyed your address will go with it. If you have a telephone number, make a note of the number on the letter for the convenience of the prospective employer.

8. Why should I avoid the use of extravagant or boastful statements in my application letter?

Such statements make an even more unfavorable impression when put in writing than when spoken in a personal interview. Avoid the use of superlatives in the language of your letter. A straightforward, modest, but convincing type of statement is most effective.

I recently received a letter of application from a young man only a few months out of school who referred to the "vast knowledge" he had gained in those few months. He also stated that he was "exceptionally well qualified to handle any kind of work." He stated that he had "obtained the best education which the country affords," although he had only graduated from high school.

9. Why is it essential to be accurate in giving information about myself?

Check your letter over carefully for any inaccuracies before you mail it. If you make statements which are inaccurate or inconsistent you will not be there to correct the misstatement when the prospective employer reads the letter. Under these circumstances he surely will not consider your application favorably.

In summarizing your experience in the letter, make certain that all the dates fit together. In his desire to make his record of experience impressive, a young man from whom I received a letter of application showed a total length of experience that he necessarily

would have had to be thirty years of age to have obtained. As a matter of fact, he gave his age in the letter as twenty-two years.

10. What is the secret of writing an effective answer to an advertisement?

First, analyze carefully and thoughtfully what the advertiser wants to know. Be sure to give specific information in answer to the questions that are expressed or implied in the advertisement. Tell what you have actually accomplished rather than what you are ambitious to accomplish.

Get right into your story and make the letter as brief as is consistent with necessary completeness. Have in mind besides that when an employer runs an advertisement of a job he is likely to be flooded by letters of application. Under the circumstances he will be scanning through the letters hurriedly to select those which appear most promising. Your hope of catching his attention, therefore, lies in writing a letter that is pointed, business-like, and clear.

11. How should I follow up my letter of application?

One of three things will result from your letter. You will get an invitation to call for an interview, you will receive a letter stating that no jobs are available, or you will hear nothing at all from your letters.

If you receive a letter telling you that no jobs are available, do not take this as meaning that there never

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will be any job open in the prospective employer's place of business. Do not take too seriously the statement that "your letter of application will be placed on file and you will be notified if a vacancy occurs." This is a common expression which concludes nine out of ten replies to letters of application. What it really means is that there does not happen to be a job open the day the letter is written. The file which the writer refers to is most often a waste-basket. Perhaps the employer is so flooded with letters of application that he knows there will be any number of applicants for consideration when a vacancy does occur.

Some job-seekers assume that after they have such a letter from twenty or thirty concerns, it is only a matter of time when some employer will call them in for a job. This is a very mistaken assumption. If you get a job in that way, yours will be a most exceptional case. And still, you should not cross that company off your prospect list. Follow up with another letter of application, inclosing a copy of your experience record and qualification sheet, within a week or two. Repeat this at intervals as long as you know the company is operating in a fairly normal way. The very effect of repetition may be eventually to get consideration.

If you get no response whatever from your original letter of application, at the end of a week or ten days write a short follow-up letter which might take some such form as the following:

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Mr. Henry Jones, Supt.,
J. & G. Upholstery Corporation,
Paterson, N. J.

Dear Mr. Jones:

On April 12th I wrote you with reference to experience and qualifications which I possess and in which I thought you might be interested.

I have not had the pleasure of hearing from you in response and it has occurred to me that possibly my letter did not reach you. Therefore, I am taking the liberty of sending you a copy of this previous letter, together with a summary of my experience and qualifications.

Respectfully yours,

12. Is it necessary for me to inclose a self-addressed stamped envelope in my application letter?

It is not necessary. In fact, it is sometimes something of a nuisance inasmuch as the stationery of the prospective employer may not fit the envelope you send.

If the prospective employer is at all interested in you, he will write to you regardless. Your application will not receive any less attention if you do not inclose a self-addressed envelope.

13. In writing a letter of application, what practical use can I make of an inclosed self-addressed post-card?

A practical device used by some job-seekers is to inclose a self-addressed post-card on which is written some such form as follows:

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"Dear Sir:

You may call at this office for an interview at.....
o'clock on.....

.....
Company

.....
Signed

This device gives the prospective employer a chance to reply*while the appeal made in your letter is still fresh in his mind. It also helps to overcome the natural procrastination of the average person who, if he puts off making reply until such time as it is most convenient, may never get around to reply at all.

14. What kind of a letter should I write to a prospective employer to secure an interview, if my attempts to get in to see him personally have been unsuccessful?

Write him a letter in which you start out by saying, "This afternoon I called at your place of business to see you, but I was sorry to be informed that you were busy and, consequently, found it inconvenient to have me call on you at that time."

Then follow this opening paragraph with the same kind of letter you would write as a regular letter of application, closing the letter with the suggested appeal for an opportunity to spend a few minutes with him at his convenience. Or inclose a self-addressed

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post-card for his convenience in making an appointment as suggested above.

15. How can I make good use of personally delivered letters?

A personally delivered letter gets more attention than one that comes through the mail, particularly when the person to whom it is addressed is informed that the writer of the letter is waiting outside and would like to see the receiver if it is convenient, or make an appointment to see him for a few minutes later when it is more convenient.

A letter used in this fashion may be written as a regular letter of application, or it may be just a brief letter requesting a few minutes of the prospective employer's time to discuss a matter of mutual interest or to make a subsequent appointment.

The use of a personally delivered letter is sometimes an aid to getting past the information clerk.

16. What about letters of recommendation?

Letters of recommendation which are written in reply to a direct inquiry from a prospective employer to a person whom you have given as a reference, may be very helpful.

The usual "to whom it may concern" letter of recommendation carries practically no weight. In fact, such letters are sometimes a detriment rather than a help. They are only favorable to the interests of the applicant

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when they refer to certain definite specific accomplishments, strong points, and special qualifications of the applicant.

The letter containing a few generalities about the good character and ordinary virtues will be recognized by the prospective employer as just one of those form letters of recommendation which are so commonly used to "let down easy" a departing employee.

17. What points should I be careful about in filling out an application form?

Some companies will respond to your letter of application by sending you an application form to fill out. This usually indicates that the company does keep a systematic file of applications. Consequently, you should fill the form out with care.

Application forms should be filled out completely. Even though some of the questions asked may appear superfluous to you, the company furnishing the form has definite reasons for asking the questions. Fill in the form with ink. Write legibly and neatly. Make certain that every bit of information you furnish is accurate.

If the application form carries the usual space labeled "remarks" or "additional information" do not leave it blank, but make use of it in some constructive way. Here is the place to insert some statement to the effect that if employed you will conscientiously endeavor to

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make your employment a profitable investment for the company.

18. Should I keep a copy of letters of application which I send out?

It is a good practice to keep copies of your letters of application. This can easily be done by making a carbon copy if your letter is typewritten. Even though you write the letter longhand you can make a carbon copy by using a fairly stiff-pointed pen.

Carbon copies of your letters are useful in your follow-up of job prospects. They can be used also for reference in case you desire to check up what you have already said to the prospective employer before you call for a personal interview.

If you have carbon copies of your letters, you will find them useful in composing future letters. If you have given careful and thoughtful consideration to the writing of a good letter, there is no reason why you should go through all that labor again when you desire to write another letter to meet the same type of circumstances. You can refer to your former letter and simply change it in such details as is necessary to fit the new situation.

19. Why should I submit an important letter of application to several friends before mailing it?

They will be able to judge, in a measure, how the letter impresses a second person. They will detect more

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readily than yourself whether you have overstated or understated your qualifications.

You should endeavor to interest some capable friend in passing judgment on your letters. Even though you are a skillful letter-writer, another person's viewpoint may improve your letter. Friendly criticisms of your letters will help you to prevent sending the wrong kind of letters.

Just consider that every letter you send out to a prospective employer may win or lose that job you are after.

CHAPTER X

HOW SHOULD I USE MY SPARE TIME DURING THE JOB-GETTING PERIOD?

1. What about my spare time?

You should permit yourself little spare time until you *get that job*.

Too many unemployed men are inclined to regard all of their time as spare time. You should assume an entirely different attitude. Your job now is the job of getting a job. You should work at it just as systematically as you would at a job on some one's payroll. You are working for yourself, and you should not be afraid of overtime.

Regular business hours should be occupied in making calls on prospective employers. Regard business hours as your employer-contacting and interviewing hours. The time outside of regular business hours we will regard as your spare time. Less of that spare time should be used for recreation, entertainment, and doing nothing that would be the case if you were regularly employed.

A large proportion of your spare time should be devoted to constructive activities that will help you to secure employment.

2. What things can I do to best advantage outside of regular business hours?

If you are conducting a systematic, business-like, job-getting campaign there will be considerable work to be done on your prospect list. Precious business hours should not be used for this purpose any more than absolutely necessary. Several evenings each week can be profitably devoted to enlarging your prospect list, uncovering new leads, making notations on your prospect cards, and planning the next day's calls.

Suggestions have been made as to the uses to which you can put your public library. The library is open in the evening and that is the time for you to go there.

A great deal has been said about the help of friends and acquaintances in getting a job. During business hours they are occupied with their own business affairs. After business hours is the time for you to make and maintain your contacts with them.

Letter-writing will probably require a certain amount of your time. This can be done in your spare time.

3. Why should I make a special point to maintain contacts with all my friends and acquaintances?

Do not drop out of sight just because you are out of a job. At such a time it is more important than ever that you maintain all of your friendships and social contacts. It may require will power on your part to "keep up your front." Your worth-while friends, however, will think just as much of you out of a job as on

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a job. In fact, if you drop them when you are unemployed they may even resent having you avoid them. Thinking that you may be sensitive about the situation, they may not take the initiative in renewing and maintaining contact with you.

Your friends and acquaintances are too great an asset for you to neglect them when you need them most. You can combine the helpful maintenance of their friendly contacts with recreation. You need recreation. In fact, it will help you in maintaining your own mental balance and optimism.

4. What effect on the prospective employer has the knowledge that you are using your spare time constructively?

It will cause him to rate your intelligence higher. It will convince him that you would probably make a valuable and industrious employee.

Because this is true, you might even seize opportunities to tactfully let a prospective employer know a little about what you are doing with your spare time. A good time to do this is towards the end of the employment interview.

5. How does the knowledge that an applicant is studying in his spare time impress a prospective employer?

He will probably be still more impressed to know that, in addition to carrying on a systematic, business-

like, job-getting campaign, you are energetic enough to be devoting some of your spare time to the further improvement of your qualifications. Everyone knows that this requires much stronger character and will power than it does to do spare-time studying when one has a job and has some specific goal to work for.

6. What should I do on Saturday?

Most places of business—aside from mercantile establishments—do not work on Saturday. Therefore, Saturday should be counted in as part of your spare time. Mercantile establishments are likely to be busier on Saturdays than other days and, consequently, your opportunities for employment interviews are less favorable than during other days of the week.

This does not mean that Saturday should be a day of idleness for you. You can fill it with many of the spare-time activities which are just as important to your job-getting success as anything you can do.

7. What can I do with odd hours during the business day?

Do not waste them.

It is inevitable that through cancellation of appointments, inability to see the right man, and as a result of other miscellaneous circumstances, you will find yourself with odd hours on your hands which are likely to be wasted if you are not careful. As a part of your

HOW SHOULD I USE MY SPARE TIME?

plan for a day's activities you should include a number of things that you will do at such times.

You may call on an acquaintance in the neighborhood where you happen to be stranded with a little time on your hands. You might walk around looking for establishments which you do not have on your prospect list. Perhaps you can call back for a follow-up interview on some other prospect whom you might not ordinarily see until a later date.

Do not get in the habit of killing time during these odd hours. Time-killing easily becomes a habit. It will only postpone the day when you will land your job.

Loss of time during odd hours can be lessened by carefully planning your route so as to cover the greatest number of establishments in a given area. Economize on time by grouping your prospects so that you can cover a number of them in a given area on the same trip.

8. Should I take any kind of a job I can get, even though it is not the right job?

The answer to the question depends somewhat on how near you are "to the end of your rope." If your financial resources are exhausted you cannot afford to turn down any kind of a job which you can possibly do. On the other hand, if you can "hold out" you had better try to get a job that more nearly fits your desires and qualifications, because once you are on a job you will have much less time to seek the right job.

HOW YOU CAN GET A JOB

It is true, however, that it is often easier to get the right job when you are not out of a job. It is generally agreed that a man on a job stands a better chance in applying for work than a man who is unemployed. Even though an unemployed man may be very worthy, there is a tendency for the prospective employer to feel that a man who is "good enough to hold a job" may be more capable.

Certainly, a man who is looking for a better job, when he already has one, carries a little more prestige. For this same reason a student who has not yet graduated usually finds it easier to make favorable contacts with employers than he does once he is out of school looking for an immediate job. Veterans taking vocational courses offered through provisions of the "G. I. Bill of Rights" or the Veterans Administration should establish themselves favorably with potential employers. Veterans should also go to the reemployment committee attached to their local Draft Board, which will make the necessary contacts with the Veterans Employment Service of the United States Employment Service.

9. Why should I keep members of my household informed as to my whereabouts and expected time of return home?

Once an employer makes a decision to employ a person for a certain position he is likely to want to fill the position as soon as possible. Consequently, it may

HOW SHOULD I USE MY SPARE TIME?

be the qualified person who can report for work soonest who gets the call.

If a prospective employer calls you by telephone for the purpose of offering you a job, it will help to make sure of his holding the job for you if members of your household can inform him definitely as to what time you will return and just when you will get in touch with him.

This may seem to be a minor detail but I have seen scores of jobs go to men other than the first man called simply because some one was needed for work the following morning and the employer did not have time to wait. If another man can be reached whose qualifications are equally good, he may get the job.

10. Why is it so important to multiply the number of my calls, interviews, or letters?

A good salesman knows that the more calls he makes the more business he will do.

The same principle applies to your service-selling job. The more contacts you make, the shorter your period of unemployment will be.

This is just simple arithmetic.

11. Have I a hobby that might be turned into a part-time occupation by which to earn a living until I get the right job?

This is an important question to ask yourself. One of the interesting developments of the past few years

HOW YOU CAN GET A JOB

has been the extent to which hobbies of men and women have been turned into money-earning activities. I am sure that if you will think over your own acquaintances, you will call to mind some who have done this very thing.

On the principle that a man out of work should "run out all hits", you should not overlook the possibilities of making money by the proper development of any hobbies of your own at which you have developed high proficiency.

12. What are some of the possible jobs, or activities, that a man might undertake as a business of his own?

I know a carpenter who has developed a thriving little business building dog-houses for dog-owners in a metropolitan suburb. In fact, his business has grown to the point where he has taken as a partner an unemployed salesman who makes the solicitations and arranges for the building of the dog-houses. He himself has had to employ another carpenter to help him in order to fill their orders.

A wood pattern-maker has started a little shop where boys come to take lessons in model sailboat making. The boys come after school and on Saturday. During the other hours he makes model yachts himself for which he has found considerable sale.

A young man who graduated from the commercial course in a high school has established a typing and

HOW SHOULD I USE MY SPARE TIME?

stenographic service, and has his time fully scheduled. He sells his stenographic service to small establishments who do not have enough of that kind of work to require a full-time typist or stenographer and yet who want to have their correspondence handled in good form. He has a portable typewriter which he carries with him, and goes from one establishment to another, having definite hours during certain days each week at the various places of business he serves.

Here are some of the articles which unemployed men are making and selling:

Children's furniture

Bookcases

Doll-houses

Bird-houses

Lamp shades

Airplane models

Book ends

Bookstands

Folding screens

Concrete bird-baths

Aquariums

Benches and other forms of garden and lawn furniture

Stenciled house numbers

Here are some typical services rendered:

Boxing instruction for boys

Renting parking space

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Driving instructions
Cleaning houses by contract
Furniture painting and refinishing
Exterminating household pests
Cleaning cars by contract
Dictaphone service
Multigraph service
Part-time bookkeeping
Cleaning typewriters
Repairing and refitting fountain pens
Advertising counsel
Operating a clipping bureau
Conducting community auctions
Renewing window shades
Window-washing

These lists may suggest to you the possibility of building up some small business of your own as a spare-time occupation without the investment of much capital.

13. How can an unemployed man's spirits be kept up while out of a job?

Remember that there are always jobs being filled somewhere.

You are probably a man above the average or you would not have read this far in this book. There *is* a job for you if you conscientiously follow the suggestions that have been made.

Avoid dismal, depressing people. It is not sympathy

HOW SHOULD I USE MY SPARE TIME?

that you want. It is normal relationships with normal people who see something besides the hole in the doughnut.

"Misery loves company," and the natural tendency is for unemployed men to "hang out" together. It is natural for them to do this because they are facing the same problems and deeply appreciate one another's viewpoints. Do not make this mistake yourself. Associate as much as possible with employed people. Not only are they more likely to be able to help you get a job, but they will be a tonic to your morale.

14. Why is it so important for me to keep busy during my temporary unemployment?

Keeping busy prevents you from indulging in too much self-pity. Conducting an active, vigorous, busy, job-getting campaign is the very best way to maintain your own spirit and morale.

This is not only important because of its effect upon your own happiness, but because it has such a definite effect upon your personality and upon your ability to go out and sell your services. The more you allow your unemployment to depress you, the less capable you are of making a good impression upon a prospective employer.

15. Do modern methods make fewer jobs?

In spite of contentions to the contrary, modern methods make more jobs.

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The introduction of machines, labor-saving devices, and methods, does create a certain amount of temporary unemployment. It does cause the elimination of certain jobs and thereby requires men to find new ways to make a living. We must not confuse these vocational transitions, however, with permanent increased unemployment.

In manufacturing industries where the introduction of labor-saving methods has been most extensive there are more persons per thousand of our population employed as of the 1940 U. S. Census than there were in the 1890 Census, the period which marked the greatest development of modern methods.

Labor-saving methods bring prices within the buying power of larger numbers of people and thus create more jobs than they eliminate.

What does this mean to you?

It simply means this—there are job opportunities for you, opportunities which have been created by modern methods.

Upon your own stamina, determination, and ability to adjust yourself to modern conditions depends your personal success.

No one will bring a job to you. You must go out aggressively and sell your services yourself.

16. How shall I conduct myself when I get the job?

Don't try to sell yourself further to your employer by talk. Listen, learn, and live up to the qualities,

HOW SHOULD I USE MY SPARE TIME?

ability, and profit-making points, on the basis of which you sold your services.

Your employer wants to satisfy himself that your selection is a further evidence of his ability to judge men. He is just as keen to have you succeed as you are.

It's up to you to make good.

CHAPTER XI

FOR VETERANS ONLY

In seeking a job, the veteran has several important factors to keep in mind.

If You Want Your Former Job

Call on your former employer as soon as you return. If you are unable to call, write him that you wish to make application for your former position. In this way, you are complying with the Selective Service Law which states that you must apply for your former position within 40 days after your discharge.

Under this law, your former employer must give you back your old position, or a position of like seniority, status and pay, if you meet certain requirements that are stated in the law.

To find out what these requirements are, and to secure assistance in getting your job back, you should report to your local Draft Board. A special re-employment committee is attached to the Board, which will either get in contact with the Veterans Employment Division of the United States Employment Service or directly with your employer.

If You Do Not Want Your Former Job

You should make an inventory of yourself, to see what type of work you are best fitted for. In many cases the intensified streamlined training you have received in the armed forces has given you a more complete and workable practical scientific education than the average college graduate possessed ten years ago. You may have been taught to produce and master the efficient use of equipment which represents the highest peak of development in aeronautics, electronics, chemistry, hydraulics, electro-mechanics, medicine or physics.

Moreover, your experience in the armed forces has brought out your initiative, personal ingenuity and other characteristics of leadership. You have learned, among other things, to think, to be responsible for people, to give orders and to take orders, to supervise men and often to instruct men.

Possibly you have had some courses in the United States Armed Forces Institute, specifically training you for some job in industry or in the business world.

You will have to try to find, as nearly as possible, civilian counterparts of the jobs that you had in the Army or Navy. To assist you in this respect, the Navy has published a manual entitled, *Special Aids for Placing Navy Personnel in Civilian Jobs* (Division of Occupational Analysis and Manning Tables, May, 1943). This lists 88 Navy classifications and shows under each the related civilian occupations, additional training needed, physical activities, and working conditions.

HOW YOU CAN GET A JOB

A page of this manual is reproduced here for your information.

Similarly, the Army has also published a manual entitled, *Special Aids for Placing Military Personnel in Civilian Jobs—Enlisted Army Personnel* (Division of Occupational Analysis and Manning Tables, March, 1944). This publication contains information concerning civilian occupations related to the Military Occupational Specialities, additional training requirements, and lists the physical demands pertinent to the civilian occupations. The information facilitates the maximum utilization in civilian occupations of a person's occupational experience secured while in the Army.

Or, you may feel that with some further training, you would be ready for the kind of work you want.

Under the "G.I. Bill of Rights" of 1944, you are eligible for:

1. One year, or the equivalent thereof in continuous part-time study, of education or training (a) at any school or institution of your own choice; (b) in any subject or subjects desired for which you are fitted.
2. Not to exceed three additional years of education and training, dependent upon (a) length of service; (b) satisfactory progress in studies or training; (c) the condition that you were not over 25 years of age at the time of entrance into service, or if over such age, that your education or training was impeded, delayed, interrupted or interfered with by reason of entrance into service.

FOR VETERANS ONLY

3. Payment of all tuition and other fees, the cost of books, supplies, equipment and other necessary expenses not to exceed a maximum of \$500 per school year.

SPECIAL AIDS FOR PLACING NAVY PERSONNEL IN CIVILIAN JOBS

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FIRE-CONTROL MAN, CHIEF AND FIRST CLASS

Evaluations

Same as for FIRE-CONTROL MAN, SECOND CLASS, and in addition—

Instruments.—Have a detailed knowledge of all fire control instruments aboard ship, and ability to analyse malfunctioning and make repairs, including calibration of range finders. Be familiar with construction and use of gyroscopes, rotating prism guns, director sights, mechanical differential gears, component solvers, sector multipliers, integrators, heart-calculation, rammer, range tables, etc.

Fire control—Is able to take over control of plotting room, secondary or A. A. battery group, spotter, range keeper, or graphic plotter stations.

Related civilian occupations *	Additional training required	Physical activities	Working conditions
4-78 130 INSTRUMENT MAKER II..... 5-00 913 ELECTRICAL INSTRUMENT REPAIRMAN	Brief training on the job to learn the details peculiar to the particular types of electrical instruments and apparatus such as recording, regulating, and control instruments, and modern audio radios also require training to learn to use special testing devices and fixtures.	Great Fingering..... Moderate Bending, sitting, standing, sewing. Little Biting, bending, reaching, pushing, turning.	Moderate: Inside, oily, noisy, burns, electric shock (5-00,911, 5-00 912, 5-00 913, 5-83,411, 5-83,412, 5-83 447, 5-83,432).
5-83 412 TROUBLE SHOOTER VI..... 5-83 447 RADIO MECHANIC II..... 5-83 462 ELECTRIC-METER TESTER..... 5-83 461 OAS-METER REPAIRMAN..... 5-83,465 METER REPAIRMAN..... 5-83 471 WATERMETER REPAIRMAN..... 5-83 971 INSTRUMENT REPAIRMAN..... 5-83 972 INSTRUMENT MAN IV..... 5-83 973 INSTRUMENT INSPECTOR.			
5-70 176 SIGNAL - SERVICE REPAIR- MAN..... 5-79 550 5-79 650 5-83 011 5-83,031 ELECTRIC - REFRIGERATOR SERVICEMAN..... 5-83,041 ELECTRICAL APPLIANCE SERVICEMAN..... 5-83 871 NEON-SIGN SERVICEMAN..... 7-00 023 REPAIRER VI..... 7-80,011 WASHING-MACHINE SERVICE- MAN..... 7-83,012 ELECTRIO - RANGE SERVICE- MAN..... 7-83 421 ELECTRIO TRY-OUT MAN,	Brief training on the job to become familiar with the specialized electrical appliances and devices involved, such as railroad signals, street car controllers, refrigerators, ranges, washing machines, and neon signs.	Moderate* Reaching, handling, sewing. Little Bending, turning, sitting.	Moderate; Inside outside.
5-08 030 DOTTER..... 5-08 080 INSPECTOR..... 5-08 065 PRISM MEASURER..... 5-08 065 INSTRUMENT MAKER III..... 7-08,020 LENS EXAMINER..... 7-08,032 LENS INSPECTOR II.....	Additional training in the techniques of towing and measuring lenses, including the use of such instruments as protractors, steel scales, centering machines, magnifying glasses, caliper, card, and curvature gages, and lensometer.	Great: Fingering, sewing. Moderate:Sitting, touch- ing. Little: Bending, han- dling.	Great: Inside.
0-44,10 SURVEYOR..... 0-44 20 SURVEYOR ASSISTANT V..... 0-44 40 INSTRUMENT MAN III..... 0-44 40 GEODETIC COMPUTER.	Additional technical training in elementary civil engineering and the specialized techniques of measuring and computing distances by the use of surveying instruments, such as alidade, engineer's level, and transit.	Moderate: Walking, carrying, digging, talking, seeing, hearing. Little: Bending, lifting, carrying, deep perception.	Moderate Outside.
0-48 11 DRAFTSMAN, ELECTRICAL..... 0-48 16 DRAFTSMAN, MARINE..... 0-48 18 DRAFTSMAN, MECHANICAL..... 0-48 31 TRACER IV.....	Additional technical training in the preparation of wiring diagrams, structural and mechanical drawings, and drafting sketches, and in the use of drafting tools.	Great: Feeling, fingering. Little: Handling, sitting, bending.	Great: Inside.

For additional related info see Job Family for AIRCRAFT INSTRUMENT MECHANIC-PR

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4. Subsistence allowance while pursuing education or training in the amount of \$50 per month if without dependents, or \$75 per month with a dependent or dependents.
5. Part-time attendance in a course of education or training at a reduced subsistence allowance or without allowance, but with payment of tuition or other expenses.
6. The right to have released to you books and equipment furnished if you satisfactorily complete your course of education or training.
7. Educational training institutions include business or other establishments providing apprentice or other training on the job, including those under the supervision of an approved college or university or any state department of education, or any state apprenticeship agency, or State Board of Vocational Education, or any State Apprenticeship Council or the Federal Apprentice Training Service.
8. Veterans who receive compensation for productive labor performed as a part of their training may receive such lesser sums of \$50 without dependency and \$75 with dependency as may be determined by the administrator.

Never before has such an opportunity been offered so many men really to find their proper place in life.

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APPENDIX A

STEPS EVERY JOB-SEEKER SHOULD TAKE

In order to make practical application of the suggestions set forth in the chapters of this book, a series of work-sheets are presented in this appendix. By filling out these work-sheets the job-seeker will be personalizing the book to his own situation.

If the job-seeker will do this paper work carefully and thoroughly he will have accomplished these things:

1. He will have developed a campaign plan for the selling of his services upon which he can immediately start work.
2. He will have determined what kind of work he is best qualified to do.
3. He will have written out in good form an "experience record and qualification sheet" which properly describes him and his ability.
4. He will have in hand a complete prospect list of employers, arranged on "prospect cards" just as a salesman arranges his prospect list.
5. He will have made adequate preparation for the proper conduct of an employment interview with a prospective employer.
6. He will have composed a number of typical letters for the various uses to which letters should be put in a job-seeking campaign.

HOW TO PROCEED

Let us think of the ten chapters of this book as the **TEN STEPS** that every job-seeker should take in his campaign to get a job. The work-sheets which follow will be designated as "Step I,"

HOW YOU CAN GET A JOB

"Step II," "Step IIa," and so forth. Any work-sheet designated as "Step II" will be related to the text material of Chapter II, and should be filled out after studying Chapter II. Likewise, each of the work-sheets will have a "step number" corresponding to a "Chapter number," and should be filled out in connection with the studying of the chapter to which it is related.

In devising these work-sheets the purpose is to fulfill the needs of persons actually out of work and looking for a job, of persons on a job who are seeking a better job, and of students who will soon have completed school and are preparing to seek a job.

Some of the work-sheets calling for listing of job experiences may not have specific application to students who have not yet held jobs. Students should study these work-sheets, however, since they will suggest factors which are important in considering and comparing jobs.

The job-seeker should first read the ten chapters of this book. Then he should go back and review each chapter and, in conjunction with the review, thoughtfully fill out the work-sheets corresponding to the respective chapters.

When the chapters of this book are used as the text for a Job-Seeker's Coaching Course, as outlined in Appendix B, the work-sheets become the "paper-work" of the course.

STEP I

PRELIMINARY ANALYSIS

Date _____

1. Name

2. Address

3. Who was your last employer?

Address

4. What kind of work?

5. When did you leave that job?

6. Why did you leave?

7. If a veteran, are you seeking a different kind of employment from what you had before the war?

HOW YOU CAN GET A JOB

8. Make a complete list below of all companies, or persons, to whom you have applied. (Note: Check those you still consider good prospects.)

(1) _____	(11) _____
(2) _____	(12) _____
(3) _____	(13) _____
(4) _____	(14) _____
(5) _____	(15) _____
(6) _____	(16) _____
(7) _____	(17) _____
(8) _____	(18) _____
(9) _____	(19) _____
(10) _____	(20) _____

(List additional names on separate sheet)

9. What kind of work have you been seeking?

10. Explain why you have not obtained a job.

APPENDIX A

-
-
-
-
11. How many hours per day, on the average, have you been spending in active job-seeking?
-

STEP II

BACKGROUND ANALYSIS

1. How far did you go in school?

2. Why did you leave school?

3. What subjects interested you most in school?

4. What subjects interested you least?

5. In what subjects did you make the best record?

6. In what outside activities did you engage while in school?

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7. Why did you choose those activities?

8. How did you spend your vacations?

9. What part time jobs did you do while in school?

STEP II (A)

JOB-EXPERIENCE ANALYSIS

1. Name, or description, of job

(Place a number after name of job indicating whether it was your 1st, 2nd, 3rd or 4th, etc., job.)

2. Date started job. _____ Date left job. _____
3. If you had had an absolutely free choice, would you have chosen that job? _____
(Yes) or (No)
4. Why did you pick that job?

-
-
5. What features of the job did you like?

-
-
6. Why did you like those particular features?

APPENDIX A

7. What features did you dislike?

8. Why did you dislike those particular features?

9. Did you perform the duties of the job well _____,
with fair success _____, or poorly _____?
(Please check)

10. What part of the job did you do best?

11. Were *you* satisfied with the way you handled the job?

12. If you could have done better, why didn't you?

13. Were your services satisfactory to your employer?

HOW YOU CAN GET A JOB

14. For what qualities which you exhibited did you receive praise?

15. For what qualities were you criticized?

16. Why did you leave the job?

17. Would you have liked to continue on the job?

18. In what respect, if any, did you have difficulty with the job?

19. If you failed on the job, explain why you failed.

20. Would that employer be willing to reemploy you?

Note: This foregoing job-experience analysis should be carefully made with reference to each job you have held, from the first job up to your last job. If you have held more than one job, make up additional questionnaire forms similar to this one and fill out for each job.

STEP II (B)

EXPERIENCE RECORD AND
QUALIFICATION SHEET

Name _____

Address _____

Street

City _____ State _____

Telephone Number _____

Age _____ Married _____ Number of Children _____

Your Birthdate _____ Birthplace _____

Yr. Mo. Day

Father's Birthplace _____ Mother's Birthplace _____

Weight _____ lbs. Height _____ ft. _____ in.

Education:

HOW YOU CAN GET A JOB

Experience Record:

(1st)

(Job)

Entered Employ	Left Employ	Length of Service
<hr/>		
Name of Company		and description
<hr/>		
of job	special experience	
<hr/>		
<hr/>		
<hr/>		
and reason for leaving.		

.

(2nd)

(Job)

Entered Employ	Left Employ	Length of Service
<hr/>		
Name of Company		and description
<hr/>		
of job	special experience	
<hr/>		
<hr/>		
<hr/>		
and reason for leaving.		

.

APPENDIX A

(3rd)

(Job)

Entered Employ	Left Employ	Length of Service
Name of Company		and description
of job	special experience	
and reason for leaving.		

(4th)

(Job)

Entered Employ	Left Employ	Length of Service
Name of Company		and description
of job	special experience	
and reason for leaving.		

HOW YOU CAN GET A JOB

(5th)

(Job)

Entered Employ	Left Employ	Length of Service
Name of Company		and description
of job	special experience	
and reason for leaving.		

(6th)

(Service Record if a veteran)

Entered Service	Left Service	Length of Service
Branch of Service (Army, Navy, Air Corps)		Rank
Foreign duty (list countries)		Length of time overseas
Training courses (Include United States Armed Forces Institute courses)		Specialized experience

APPENDIX A

Job Qualifications:

First Preference

2nd

3rd

4th

Note: In filling out these "Job Record and Qualifications Sheets," be guided by samples shown on pages 18-23.

STEP III

INSTRUCTION SHEET

BUILDING YOUR JOB PROSPECT LIST

Materials and Supplies Required:

1. A classified telephone directory of the territory in which your job campaign is to be conducted.
2. A city directory, if one of recent publication is available.
3. List of private and public employment agencies.
4. A pack of ruled 3 x 5 inch cards.

How to Proceed:

1. Refer to page 37, where is presented a suggested form of arrangement for your job prospect cards.
2. Using a separate card for each job prospect, list all companies personally known to you where work is performed of the kind you are best qualified to do. Then, consult directories to secure names and addresses of all other possible prospects.
3. Next, fill in name of proper executive to be interviewed in each case. Secure these names by personal investigation, inquiry of acquaintances, employees of company in question, local Chamber of Commerce, telephone calls to company switchboard operator, etc. *Important*, know right person to see before calling on company.
4. Fill in jobs to apply for in each case.
5. Sort your prospect cards and classify them as suggested on page 39.
6. Make notations on cards as to special information, details,

APPENDIX A

tips, and pointers not to be overlooked when time comes to contact and interview the prospect.

(Note: Filling in of names of people who can help you in each case will be done in connection with Step IV.)

Adding to the Prospect List:

1. Read pages 41-48 for suggestions as to increasing names on your prospect list.

STEP IV

DECIDING WHO CAN HELP YOU GET A JOB

Influential Acquaintances:

List below the people of influence and wide contacts with whom you are acquainted, and who would probably cooperate with you in contacting or introducing you to employers on your list.

Name	Address	Profession or Business

APPENDIX A

Employed Acquaintances:

List below every employed friend or acquaintance whose help you think you can enlist in connection with any employer on your prospect list.

[illegible]

HOW YOU CAN GET A JOB

STEP IV (Continued)

Name	Address	Company Employed by

Your Prospect Cards:

Check your prospect cards, one by one, against the foregoing lists, noting on individual prospect cards the name of the person from the above list who can best help you in contacting the prospective employer in question.

STEP V

PREPARATION FOR THE EMPLOYMENT INTERVIEW

1. What is the company at which you intend to make your next application for a job?

2. What kind of work will you apply for?

3. What is the weakest point in your qualifications for that particular job?

4. Describe how you intend to conduct your side of the employment interview so as to minimize that weakness in your qualifications?

5. On what factors will the man who interviews you for that job be most likely to judge your fitness for the job?

(1) _____ (4) _____

(2) _____ (5) _____

(3) _____ (6) _____

HOW YOU CAN GET A JOB

6. Write below the statement with which you expect to open that particular interview.

7. What facts about the man who will interview you should you know before you enter the interview?

8. How will you prepare to make your best possible personal appearance?

STEP VI

THE EMPLOYMENT INTERVIEW

1. What is the very first thing you should do upon entering the prospective employer's presence?

2. Do you think it will help you to make a better first impression if you offer to shake hands with the prospective employer?

Why?

3. What do you intend to do with your hands during the interview?

4. What things do you intend to avoid saying or doing during the interview?

(1) _____

(2) _____

HOW YOU CAN 'GET A JOB

(3) _____

(4) _____

5. What are some of the pleasant features of jobs you have held in the past to which you might advantageously refer in an interview?

(1) _____

(2) _____

(3) _____

(4) _____

6. What things do you intend to say about previous employers in discussing your experience?

7. What is a good question to ask a prospective employer, at the end of the interview, if he has not given you a job?

8. How will you take your departure at the end of the interview?

STEP VII

OVERCOMING COMMON DIFFICULTIES IN THE INTERVIEW

1. Just what do you plan to say to the doorman, watchman, or subordinate whom you must get past in order to see the proper executive to interview?

2. How will you occupy your time while waiting to be interviewed?

3. What must you guard against in the event that the interviewer turns the interview to general topics not pertaining to the job in question?

4. How will you answer the question, "Why don't you go back to the place you worked before and get a job?"

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5. How will you answer the question, "How much pay do you expect?"

6. What attitude should you take if, at some point in the interview, the prospective employer questions the truth or accuracy of a statement of yours?

7. If there is a known job open, for which you feel you are qualified, how will you press for a favorable decision immediately?

STEP VIII

FOLLOWING UP JOB PROSPECTS

1. How can you pave the way, at the end of an interview, to follow up a job prospect?

2. In what ways can you follow up a prospective employer after the first interview?

(1) _____

(2) _____

(3) _____

3. What use should be made of your prospect cards in connection with following up job prospects?

4. How soon after a first interview should the first follow-up letter be written?

5. On a separate sheet, write a follow-up letter of the type you would write a week after a personal interview.

HOW YOU CAN GET A JOB

6. Should you wait for the prospective employer to call you back?

Give reason for your answer.

-
7. How can you avoid causing the prospective employer annoyance if you call him back repeatedly?

-
8. If you have no telephone, where can a prospective employer call you by phone? _____ Telephone No. _____
9. How can you make use of the help of some friend or acquaintance in connection with your follow-up campaign?
-
-
-

STEP IX

MAKING EFFECTIVE USE OF LETTERS

1. Under what circumstances should you make use of a letter of application in your job-seeking campaign?

2. What points should your letter of application contain?

3. What are the advantages of making your application letter as brief as you properly can?

4. Give at least five rules which you should follow in writing a letter of application.

(1) _____

(2) _____

(3) _____

HOW YOU CAN GET A JOB

(4) _____

(5) _____

5. What should you be sure to leave out of your application letter?

6. Choose some employer on your prospect list. On a separate sheet write him a letter applying for the kind of work you are best qualified to do.
7. Assuming that you sent him the letter, and after a week you had had no response, write him another letter. Write letter on separate sheet.
8. On a separate sheet, write the kind of letter you would send to a prospective employer whom you had tried in vain to contact in a personal interview.

STEP X

MAKING THE BEST USE OF YOUR TIME

1. During your unemployment, how many hours per day on the average have you been spending actively contacting prospective employers?

2. In your spare time, do you associate more with employed people than with unemployed people?

3. How many evenings per week do you spend in preparing, in one way or another, for increasing and improving your contacts with prospective employers during business hours?

4. How do you spend your Saturdays?

5. Have you a hobby? _____ If so, what is it? _____
How can your hobby be used as a means of earning money during spare time?

HOW YOU CAN GET A JOB

6. Have you investigated your public library to see how many of the books listed in the bibliography on page 181 are available there for your study?

In what ways do you find the library helpful to you?

-
-
7. What do you do to revive your spirits when you become discouraged because you are not satisfactorily employed?

APPENDIX B

HOW TO CONDUCT A JOB-SEEKER'S COACHING COURSE

Rarely does a job-seeker think of himself as a salesman—a salesman of personal services. Seldom does a person seeking employment approach the prospective employer with a clear-cut description of the ability he has to sell and a conclusive presentation of reasons why the purchase of those abilities would prove a good investment for the employer.

In reality, the job-seeker's problem is a problem in salesmanship. To provide practical training of job-seekers in meeting this problem of salesmanship, the material contained in this book has been widely used as the text for a job-seeker's coaching course. The purpose of such a course is to train a person to sell the abilities he possesses, whatever those abilities may be. The same principles of salesmanship apply whether the job-seeker has much or little experience to sell. The object is to implement the job-seeker with sales technique as applied to selling his own services. Properly designed and conducted, it can be individualized to meet personal needs and can be made equally applicable to the needs of persons of much experience, persons who have held high executive positions, persons who have performed only manual jobs, persons with little or much education, and persons coming out of school seeking their first job.

Accordingly, job-seeker's coaching courses have been successfully conducted by such organizations as the Y. M. C. A., Chambers of Commerce, clergymen desiring to assist unemployed members of the parish, educational foundations, business colleges, vocational departments of high schools, and senior placement bureaus of colleges and universities.

HOW YOU CAN GET A JOB

THE JOB COUNSELOR

Let us call the person who conducts the job-seeker's coaching course, the job counselor.

To conduct a job-seeker's coaching course effectively requires that the job counselor be, first of all, seriously and sincerely interested in being helpful to others. It is not essential that he be a vocational guidance expert, a trained psychologist, or a person of many years of practical experience in the business and industrial world. To do his part well, the job counselor should be primarily motivated by an intense desire to perform a worthwhile human service.

Of course, the more knowledge the job counselor has of the business and industrial occupations of the community, the more helpful he will be to the job-seeker enrolled in the course. He needs to have the qualities of enthusiasm and optimism. He should be able to inspire others with confidence and faith in themselves.

The function of the job counselor is to conduct the group sessions of the course, assign each member his paper-work, check the written work of each individual, see that each job-seeker carries through with care and thoroughness, consult with individual job-seekers, help to collect and make available facts and information which members of the group need, and follow up the efforts of the individuals as they go out to seek jobs at the completion of the coaching course.

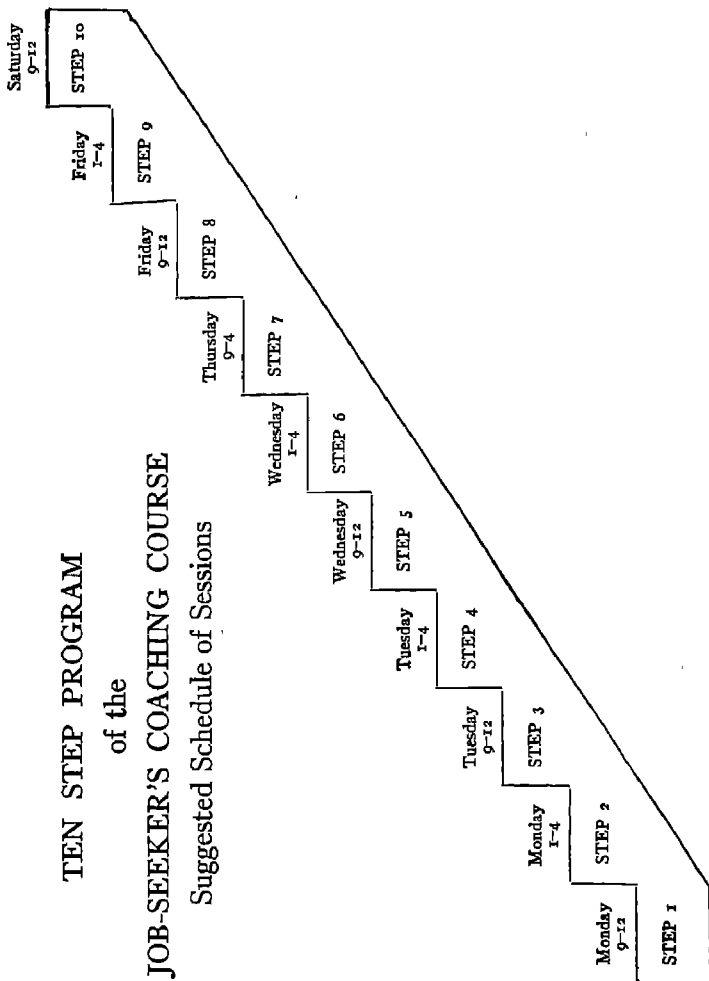
LENGTH AND SCOPE OF COURSE

Based upon the ten chapters of this book, the job-seeker's coaching course may be organized into *ten steps*.

If the course is being given to unemployed persons, it is obvious that the course should be concentrated in as short a period of time as possible. Accordingly, the course may be presented in ten sessions, taking one step to each session. In this manner the course may be presented in one intensive week as illustrated in the accompanying diagram.

APPENDIX B

TEN STEP PROGRAM of the JOB-SEEKER'S COACHING COURSE Suggested Schedule of Sessions



HOW YOU CAN GET A JOB

Another plan of presentation would be to conduct a course in ten successive evening sessions. This form of presentation is particularly desirable for persons who are already employed but are taking the course in order to prepare to sell their services on better jobs.

Where the course is presented in schools, it is desirable, as a rule, to spread the course over a substantially longer period to conform with school schedules. Inasmuch as the course consists of ten essential steps, these steps may be distributed and scheduled in any practical manner to fit the requirements of individual situations.

The paper-work, or written work, to be done in the course consists of filling out a series of personalized questionnaire forms and work assignments. These will be found in Appendix A with designated *step numbers* to correspond with the chapters of the book with which the written work is to be done.

CONDUCTING SESSIONS OF COURSE

The job counselor should work out an instruction plan for each session of the course. The opening session might follow some such outline as follows:

1. Opening statement of purpose of the course.
2. Explanation of how sessions will be conducted.
3. Discussion period in which the text material of Chapter I will be covered. Counselor might submit the questions stated in Chapter I and call for discussion and answers from members of group.
4. Have each member turn to *step one* entitled "Preliminary Analysis" in Appendix A and instruct each member to fill out carefully and accurately the *step one* blank.
5. Collect books from the group and, without divulging names, read to the group the contents of the *step one* "Preliminary Analysis" sheet, making appropriate comments as to whether the information presented by the member indicates that the

APPENDIX B

person in question has been doing an intelligent or a poor job in seeking employment.

6. Conduct general discussion based upon the work done in filling out the "Preliminary Analysis."
7. Assign Chapter II on "What Work Am I Best Qualified To Do?" for the study of the members in preparation for the second session.

In a similar manner the job counselor should conduct sessions having to do with each chapter of the book, using as the written work of each session the questionnaire forms or instruction sheets in Appendix A which apply to the chapter under consideration.

In conducting sessions dealing with Step VI on "How Should I Carry Out My Side of the Employment Interview," and Step VII on "How Can I Overcome Common Difficulties in the Interview," the job counselor should make arrangements to have the members participate in actual practice interviews. It is suggested that the classroom be arranged with a desk in the front at which an interviewer may be seated. One at a time, members of the group may be admitted from outside the room, just as if they were coming into a business office. In the presence of a class, the individual member would then conduct a practice interview with the interviewer. After the interview the class should discuss the manner in which the interview was handled. The job counselor should offer suggestions, and the person acting as interviewer should also give his comments and suggestions to the person interviewed.

To make these practice interview sessions most effective, it is recommended that the job counselor arrange to have some local business man, personnel manager, employment manager, or industrial executive volunteer to serve as an interviewer so as to give members of the group a sense of reality in the conduct of the interview.

These practice interview sessions can be made the most important part of the course because they give the member of the group an opportunity to actually put into words what he has to say in

HOW YOU CAN GET A JOB

selling his services. It also gives him a chance to hear constructive criticisms of the manner in which he attempts to sell his services. At subsequent practice interviews he should be given an opportunity to correct these defects and to improve upon his presentation.

If the job counselor will follow closely the written work outlined in Appendix A, he will be able to make effective plans for each of the sessions in the *ten step* program of the course.

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